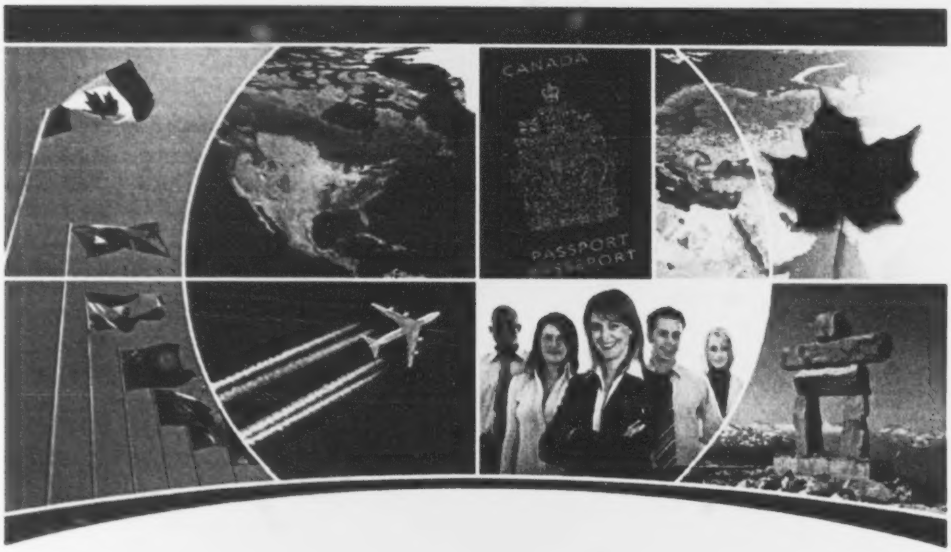
Foreign Affairs and International Trade Canada
Affaires étrangères et Commerce international Canada

Canada



Report on Plans and Priorities
2008-2009

The Honourable David Emerson
Minister for International Trade

The Honourable Maxime Bernier
Minister of Foreign Affairs

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Section I Who We Are and What We Do

1.1 Ministers' Message

The Honourable David Emerson
Minister for International Trade

The Honourable Maxime Bernier
Minister of Foreign Affairs

Canadians care deeply about international issues, and tend to look at the big picture—not only how we are influenced by global trends and developments, but also how we can use our experience and perspective to make the world a better place for ourselves and others. Canadians know this country has a great deal to contribute and that, in order to do so, we must speak constructively with one voice on global issues that affect our priorities and interests.

The role of the Department of Foreign Affairs and International Trade is to provide that voice. As the Government of Canada's centre of expertise on international affairs, this department leads, coordinates and ensures the cohesion of federal policies and programs that advance Canada's global agenda.

The year ahead is particularly significant for the department, as it will mark its 100th anniversary on June 1, 2009. There will be a number of events celebrating the department's history as well as activities looking forward to its future.

Our overall plans and priorities for the year ahead are presented in this *2008-2009 Report on Plans and Priorities.* In the following pages, readers will see the principal issues on which we will focus, the results we expect to achieve and the strategies we will use to achieve them. We will take particular care in allocating all our resources to deliver the best results for Canadians and the international community.

Our focus will be on four key priorities:

- Afghanistan: We will work closely with other departments and agencies as well as with NATO partners to consolidate security, development and governance in Afghanistan, particularly in Kandahar.
- North America and the Hemisphere: We are leading Canada's renewed engagement in the Americas, with a greater focus on Canadian

interests. The Canadian model of democratic freedom and economic openness, combined with effective regional and social support, can serve as an example for countries seeking democratic institutions, free markets and social equality.

- Growing/emerging markets, with a focus on China and India: As part of the government's Global Commerce Strategy, we will continue to implement government-wide, multi-year market plans for China, India and 11 other priority markets, and identify priority sectors and opportunities based on Canadian business capabilities and interests.
- Transforming the department: We will strengthen Canada's international platform and mission network, undertaking initiatives such as shifting more resources and staff to the field, aligning resources more closely with government priorities and modernizing the department's financial and human resources management.

We will continue to work on the ongoing priorities that make up the department's core business. First, recognizing that Canada operates from its strategic base in North America, we will work to make Canada safer, more secure and prosperous. Second, given the significance of international trade and investment, we will continue efforts to secure and expand Canada's international market access, while improving our targeted services for Canadian business.

Third, we will work for greater freedom and security, democracy, rule of law, human rights and environmental stewardship. Fourth, taking full advantage of Canada's unique range of membership in key international organizations, we will continue to make accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians. Fifth, we will strengthen consular, passport and commercial services to Canadians. Finally, as part of the government's focus on accountability and value for taxpayers' money, we will strengthen stewardship of the department's resources (human, financial, physical and technological) at home and abroad.

In conclusion, we want to emphasize that, in all our efforts to provide timely, meaningful services and benefits to Canadians, we rely heavily on the vigour, enthusiasm and skills of the department's workforce.

This report opens a window on the department and its plans and priorities for 2008-2009. We also encourage readers to visit the department's website (www.international.gc.ca/) for a wide range of up-to-date information on all our activities.

1.2 Management Representation Statement

Marie-Lucie Morin
Deputy Minister for International Trade

Leonard J. Edwards
Deputy Minister of Foreign Affairs

We submit for tabling in Parliament the *2008-2009 Report on Plans and Priorities* for the Department of Foreign Affairs and International Trade.

This document has been prepared based on the reporting principles contained in the *Guide to the Preparation of Part III of the 2008-2009 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- it adheres to the specific reporting requirements outlined in the Treasury Board of Canada Secretariat (TBS) guidance;
- it is based on the department's strategic outcomes and program activities that were approved by the Treasury Board;
- it presents consistent, comprehensive, balanced and reliable information;
- it provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved planned spending numbers from the Treasury Board of Canada Secretariat.

Marie-Lucie Morin
Deputy Minister for International Trade

Leonard J. Edwards
Deputy Minister of Foreign Affairs

1.3 Our Raison d'être

1.3.1 Our Mandate

The department is responsible for Canada's foreign policy and all matters relating to Canada's external affairs, including international trade and commerce and international development (aside from activities assigned to other elements of the federal government). The department's specific areas of responsibility include international peace and security, global trade and commerce, diplomatic and consular relations, administration of the Foreign Service and Canada's missions abroad, and development of international law and its application to Canada.

1.3.2 What We Do

As the federal government's centre of expertise on foreign affairs and international trade, this department:

- leads the government-wide approach to Canada's foreign affairs and international trade policies;
- promotes international trade and commerce through initiatives such as negotiation of agreements to open and/or expand markets and facilitation of two-way trade and investment, and encourages innovation through international partnerships and science and technology (S&T);
- offers passport, consular and international commercial services, as well as timely and practical information on international issues and travel, enabling Canadians to participate in the international community; and
- manages Canada's missions worldwide, thereby delivering the Government of Canada's international platform.

1.3.3 Our Ongoing Transformation

June 1, 2009, will mark the 100th anniversary of the department. Over the past century, it has undergone significant transformation from its beginnings in a tiny office above a barbershop in downtown Ottawa. Between June 2008 and June 2009, a number of signature events will be held to mark this important anniversary, examining its history and achievements as well as looking to its future.

Transformation continues to be a major theme of the department today. In 2008, the department is launching a process to create a state-of-the-art foreign and trade ministry.

The focus is on transformative—not piecemeal—change. This process will enable the department to address key factors that affect its operations. Domestic factors include the Government of Canada's commitment to international leadership, the need to renew the department's business practices and aging workforce, and the increased global engagement of Canadians. International factors include the gradual shift in power to Asia and ongoing threats related to terrorism, climate change, and marginalized and failed states.

The department's transformation agenda comprises six key elements, as follows:

- ***Aligning with government priorities:*** The department is investing its resources, in accordance with the government's current foreign and trade policy priorities, and increasing its operational flexibility to better respond to future priorities and/or unforeseen developments and events.
- ***Focusing on core business:*** The department will increase its policy capacity and focus on core business closest to its mandate: international peace and security, trade negotiation, international law, human rights, and geographic experience.
- ***Improving service to Canadians:*** In response to growing demand for its core services of commerce, passports and consular support, the department will make further improvements to these services, focusing more precisely on the expressed needs of clients.
- ***Strengthening the department's value-added/the international platform:*** The department will strengthen Canada's international platform, which this department manages from a whole-of-government perspective. It is a national asset that supports the Canadian government's international priorities and delivers key services to Canadians. The department will reallocate more of its employees to the missions abroad; seek out and implement administrative efficiencies, such as establishment of service hubs outside Canada; and continue its strong collaborations with federal partners represented at Canada's missions abroad.

- ***Renewing the department:*** The department will recruit a new generation of talented young Canadians and invest more in learning and skills development, particularly in languages of growing importance (e.g. Chinese, Russian and Arabic).
- ***Strengthening accountability:*** The department will enhance its financial management as well as its audit and evaluation function to meet the highest standards of government accountability.

1.4 Our Accountability Structure and Organization Chart

1.4.1 Our Accountability Structure

Senior Management: The Minister of Foreign Affairs and the Minister for International Trade are responsible for their respective components of the department. In addition, the Deputy Minister of Foreign Affairs has taken on the responsibility of G8 Sherpa. The Deputy Ministers and Associate Deputy Minister are responsible for supporting the ministers as well as for the department's strategic outcomes and related program activities.

The Assistant Deputy Ministers (ADMs), who develop policies and initiatives to achieve the department's strategic outcomes and to address priorities, are accountable at the program activity level. Two ADMs and one other ADM-level position have enhanced responsibilities for coordinating work on the government's international priorities: the ADM, Afghanistan Task Force; the ADM, Americas Strategy; and the Senior Adviser, International Trade. Directors General and Directors are accountable for sub- and sub-sub-activities.

Cabinet Committees: The department is directly influenced by the following Cabinet committees: Foreign Affairs and Security, Afghanistan, Economic Growth and Long-Term Prosperity, Treasury Board, Priorities and Planning, and Environment and Energy Security.

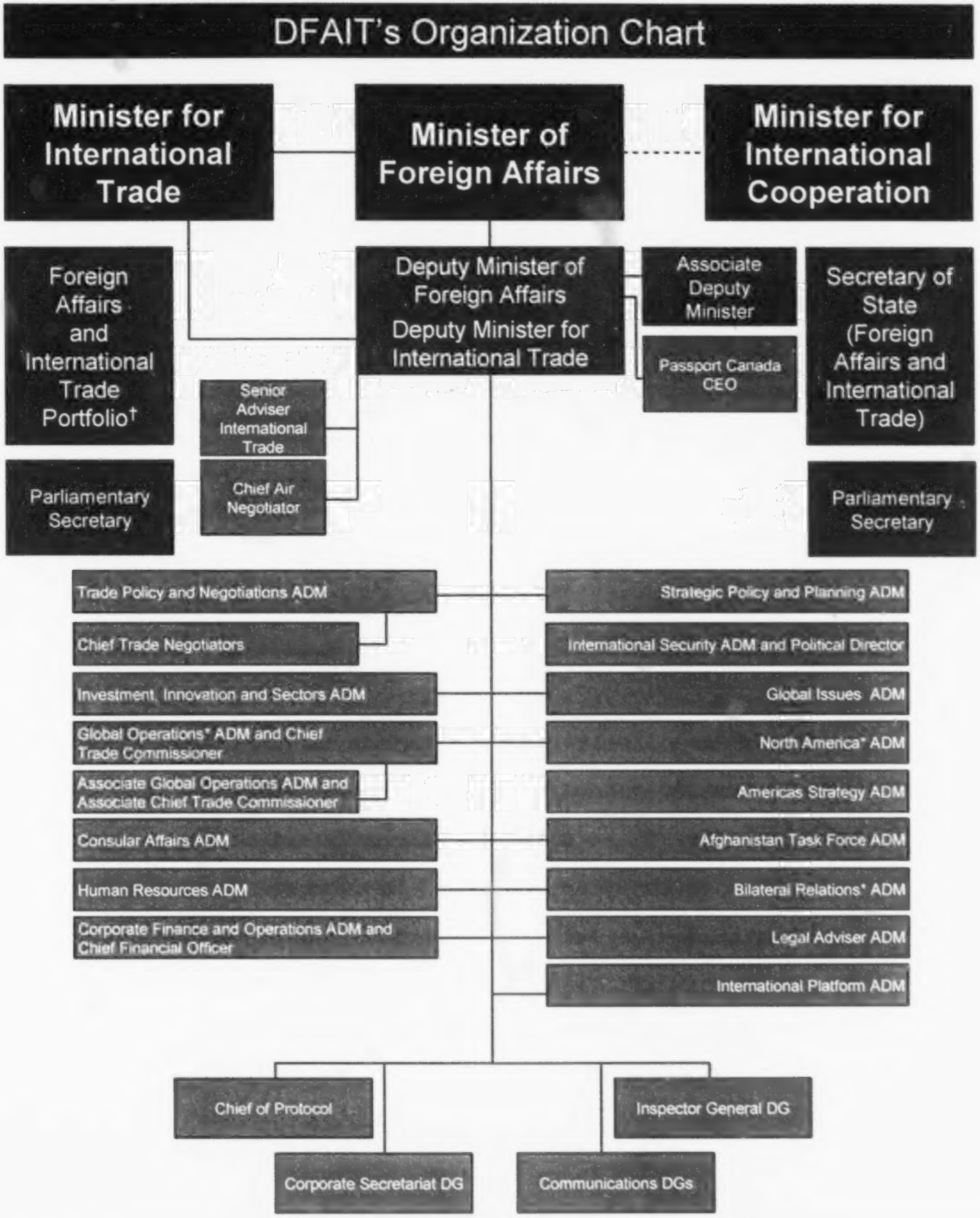
Interdepartmental and Internal Committees: The department chairs two key interdepartmental committees: the Deputy Ministers' Committee on Global Affairs, Security and Human Rights; and the Deputy Ministers' Subcommittee on Representation Abroad.

Executive Council is the department's senior decision-making body. It provides direction and oversight to support achievement of the department's strategic outcomes. Supporting Executive Council are four boards: Policy and Programs; External Services; Core Services; and Missions.

Resource Management Committee is responsible for financial management and resource allocation. Transformation Management Committee ensures oversight of the department's transformation agenda. Both committees advise Executive Council. Other internal committees deal with specific issues, such as human resources, audit and evaluation.

Responsibility for Program Activities: Positions responsible for each program activity are identified in Section II. Individuals in these positions report through departmental committees, the department's annual accountability documents tabled in Parliament (the *Report on Plans and Priorities* and the *Departmental Performance Report*), performance management agreements, and the yearly TBS Management Accountability Framework (MAF) process.

1.4.2 Our Organization Chart[1]


DFAIT's Organization Chart
Minister for International Trade
Minister of Foreign Affairs
Minister for International Cooperation
Foreign Affairs and International Trade Portfolio†
Deputy Minister of Foreign Affairs
Deputy Minister for International Trade
Associate Deputy Minister
Passport Canada CEO
Secretary of State (Foreign Affairs and International Trade)
Senior Adviser International Trade
Chief Air Negotiator
Parliamentary Secretary
Parliamentary Secretary
Trade Policy and Negotiations ADM
Chief Trade Negotiators
Investment, Innovation and Sectors ADM
Global Operations* ADM and Chief Trade Commissioner
Associate Global Operations ADM and Associate Chief Trade Commissioner
Consular Affairs ADM
Human Resources ADM
Corporate Finance and Operations ADM and Chief Financial Officer
Strategic Policy and Planning ADM
International Security ADM and Political Director
Global Issues ADM
North America* ADM
Americas Strategy ADM
Afghanistan Task Force ADM
Bilateral Relations* ADM
Legal Adviser ADM
International Platform ADM
Chief of Protocol
Inspector General DG
Corporate Secretariat DG
Communications DGs

† The department's portfolio consists of the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), Export Development Canada (EDC), the Canadian Commercial Corporation (CCC), the North American Free Trade Agreement (NAFTA) Secretariat (Canadian Section), and Rights & Democracy.

* These branches coordinate the work of the missions abroad.

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[1] As of April 1, 2008.

1.4.3 Our International Footprint: Canada's Representation Abroad[2]

Global Engagement: The Government of Canada has a formal presence in most of the world's independent states, providing services at 313 locations worldwide. Canada's network of missions abroad integrates and coordinates the federal government's international activities. All federal employees at missions abroad act as members of a whole-of-government team, regardless of their home department or agency.

Foreign Missions in Canada: The department serves the foreign diplomatic community accredited to Canada (175 foreign diplomatic missions—126 in Ottawa and 49 in New York City or Washington, D.C.; 477 foreign consular posts; and nearly 22 international organizations and other offices). At present, there are 8,311 foreign representatives and accredited members of their families in Canada.

Regional Offices in Canada: The department's regional offices provide international commercial services to Canadian small and medium-sized businesses. This includes export strategies, foreign market intelligence, and facts on trade fairs, missions and events. In addition, Passport Canada has four regional operations and 33 passport-issuing offices across Canada.

1.5 Our Program Activity Architecture (PAA)[3]

1.5.1 Our 2008-2009 PAA

This year's PAA is more integrated and shows how all the department's activities are conducted in pursuit of its three strategic outcomes. Furthermore, since the new PAA condenses the number of strategic outcomes from 4 to 3 and the number of program activities from 14 to 7, it makes the entire operations of the department much simpler to understand.

1.5.2 Our Overall Strategic Direction

The department's strategic direction is identified in the Program Activity Architecture (PAA) of its Management, Resources and Results Structure (MRRS). While this is the main tool for setting long-term strategic direction, the department's annual business planning cycle establishes shorter-term priorities.

At the outset, it is important that readers understand what is meant by two key terms in common use:

- The *international agenda* refers to the key issues and priorities being discussed by the international community. These issues, which include terrorism, counterterrorism, security and climate change, receive considerable media and public attention worldwide.
- *Canada's international agenda* refers to the Government of Canada's foreign and trade policy priorities—the sum of what the government wants to accomplish in the international arena.

The department's new 2008-2009 PAA was approved by TB in June 2007. It is the first to reflect the 2006 reintegration of foreign affairs and international trade. The PAA lists the department's three principal strategic outcomes—the long-term, enduring benefits for Canadians that it strives to achieve—as follows:

- *Canada's International Agenda:* The international agenda is shaped to Canada's benefit and advantage, in accordance with Canadian interests and values (pursued by the program activities of International Policy Advice and Integration, and Diplomacy and Advocacy).
- *International Services for Canadians:* Canadians are satisfied with commercial, consular and passport services (pursued by the program activities of International Commerce, Consular Affairs, and Passport Canada).
- *Canada's International Platform:* The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities (pursued by the two separate program activities of Support at Headquarters and Support at Missions Abroad).

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[2] Readers should be aware that, throughout this document, there will be some variation in the reported number of Canada's missions abroad. This is due to two factors. First, there are several different types of missions, offering different levels of services. Second, the number of missions cited depends on the context in which missions are mentioned. For instance, in speaking about consular services, this report refers to the total number of missions offering such services while, in discussing diplomacy and advocacy, this report refers only to the number of diplomatic missions.

[3] Table 1 in Section III compares program activities for 2007-2008 and 2008-2009. See table 2 for a financial comparison. Table 3 in Section III presents DFAIT's alignment to Government of Canada outcomes. See Table 4 for DFAIT's sustainable development strategy.

The three outcomes are distinct but complementary. The first is about the practice of Canadian advocacy and diplomacy that reflects the country's interests and values. The second reflects the international commercial, consular and passport services provided by the department to Canadians. The third refers to the department's management of Canada's missions abroad and delivery of infrastructure for the entire federal government. Together, the three outcomes reflect the department's leadership role in formulating, coordinating and carrying out the government's foreign and trade policies and programs.

1.5.3 Our Program Activities

The department's seven program activities are as follows:

International Policy Advice and Integration: The department provides strategic direction, intelligence and advice on foreign policy and economic issues; researches and analyzes foreign and trade policy issues, drawing on input from across the department as well as from federal partners; develops related policies and programs to address those issues; and ensures coherence, integration and coordination of foreign and trade policies and programs across government. This work is done by officers from the political/economic and trade commissioner streams of the Foreign Service and by non-rotational officers at headquarters.[4]

Diplomacy and Advocacy: In delivering international programs and diplomacy, the department's officials engage Canadian stakeholders and partners as well as foreign governments and international players. This program activity includes raising awareness and understanding of Canada's policies, interests and values as they pertain to the government's international agenda. It also includes delivering international programs on Canada's behalf to address specific international issues. This work is done by officers from the political/economic and trade commissioner streams of the Foreign Service and by non-rotational officers at headquarters.

International Commerce: The department works to expand the participation of Canadian business in world markets and increase its interaction with global business partners. It also promotes Canada as a competitive location and partner for investment, innovation and value-added production. This work is done primarily by trade commissioners and by non-rotational officers at headquarters.

Consular Affairs: The department prepares Canadians for international travel by providing information and advice on safe travel to foreign counties. It also helps Canadians abroad to handle trouble or emergencies. This work is done by officers from the management/consular stream of the Foreign Service and by non-rotational officers at headquarters.

Passport Canada: Passport Canada—a special operating agency—focuses on the management and delivery of passport services. It is responsible for the issuance, revocation, refusal, recovery and use of Canadian passports. This work is done by non-rotational staff.

Canada's International Platform: Support at Headquarters: The department manages and delivers common services to all federal departments and partners that have representation at Canada's missions abroad. This work is done primarily by management/consular officers and non-rotational officers at headquarters.

Canada's International Platform: Support at Missions Abroad: The department ensures that common services are in place at missions and coordinates them on site to support the international operations of the entire Government of Canada as well as that of other partners that have representation at the missions. This work is done primarily by management/consular officers and locally engaged employees at missions abroad.

Below the level of program activities are supporting sub- and sub-sub-activities.

The following two diagrams display DFAIT's 2008-2009 PAA and demonstrate how it links to the department's governance and accountability structure.

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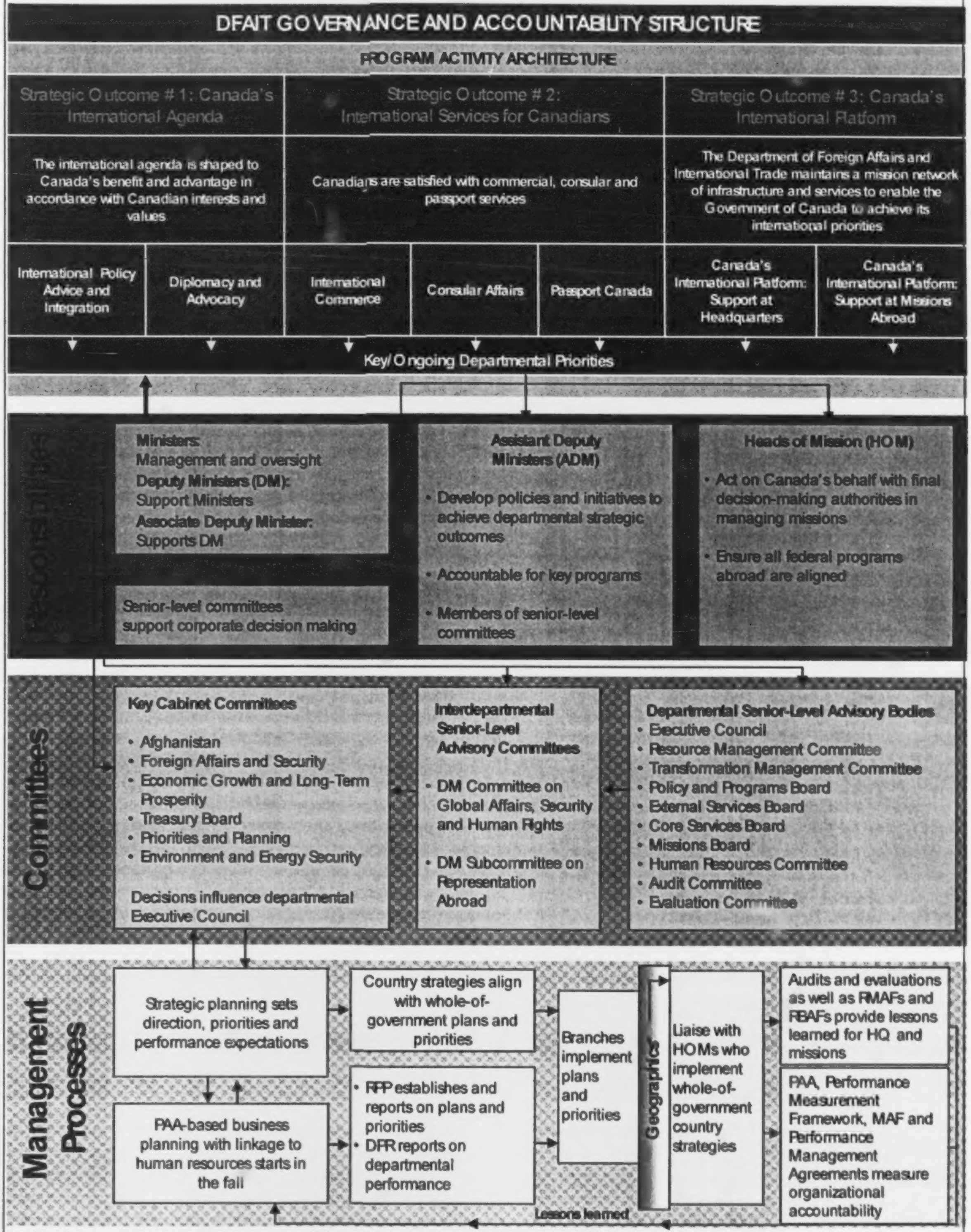
[4] The department employs three streams of the Foreign Service: political/economic officers, management/consular officers, and trade commissioners. Political/economic (PERPA) officers promote Canada's interests bilaterally and multilaterally on issues, including international human rights, environmental concerns, disarmament, crisis management and peacebuilding. Management/consular officers manage the department's finances, human resources and property abroad as well as the consular program, which provides a wide range of assistance to Canadians abroad. Trade commissioners build networks essential to Canada's international commerce and economic prosperity, help shape Canadian trade policy, and promote foreign investment inside and outside of Canada.

DFAIT PROGRAM ACTIVITY ARCHITECTURE MODEL 2008-2009 (Approved by Treasury Board June 7, 2007)

	Canada's International Agenda		International Services for Canadians			Canada's International Platform	
Strategic Outcome	**The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values**		**Canadians are satisfied with commercial, consular and passport services**			**The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities**	
Program Activity	**International Policy Advice and Integration**	**Diplomacy and Advocacy**	**International Commerce**	**Consular Affairs**	**Passport Canada**	**Canada's International Platform: Support at Headquarters**	**Canada's International Platform: Support at Missions Abroad**
	Providing strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies	Engaging and influencing international players and delivering international programs and diplomacy	Managing and delivering commerce services and advice to Canadian business	Managing and delivering consular services and advice to Canadians	Managing and delivering passport services through the use of the Passport Canada Revolving Fund	Managing and delivering services and infrastructure at headquarters to enable Canada's representation abroad	Managing and delivering services and infrastructure at missions to enable Canada's representation abroad
Sub-Activity	**Planning, Integration and Coordination on International Policy Issues**	**Diplomacy Inside of Canada**	**International Business Services Network**	**Consular Services in Canada (Headquarters-Provided Services)**		**Headquarters-Based Services Delivered at Missions Abroad**	**Mission-Based Services Delivered at Missions Abroad**
Sub-Sub-Activity	• Foreign Affairs and International Economic/Commerce Policy and Planning Coherence • International Security Policy and Planning Coherence • Global Issues Coordination	• Protocol Services • Federal-Provincial-Territorial Relations • Engagement of the Public and Stakeholders	• Integrated Domestic and Worldwide Commerce Network • Global Market Initiatives and e-Services	• Safe Travel Promotion • Distress Case Management • Emergency Services • Consular Point of Service Coordination		• Policy and Coordination • Human Resource Services • International Financial Operations • Diplomatic Mail/Courier Services	• Management and Administrative Services • Support for Partner Programs Abroad
Sub-Activity	**Foreign Affairs and International Trade Policy and Program Development**	**Diplomacy Outside of Canada**	**Investment, Innovation and Sectors**	**Consular Services Outside of Canada (Mission-Provided Services)**		**Headquarters-Based Infrastructure at Missions Abroad**	**Mission-Based Infrastructure at Missions Abroad**
Sub-Sub-Activity	• Foreign Affairs and International Economic Policy and Program Development • Trade/Commerce Policy and Program Development • International Security Policy and Program Development • Global Issues Policy and Program Development • International Legal Issues Policy Development	• Bilateral Relations • Multilateral Diplomacy and Summitry • Trade Negotiations and Dispute Settlement	• International Investment Programs • International Science and Technology Programs • Sector Services • Portfolio Coherence and Canada Account	• Consular Assistance for Canadians in Distress Abroad • Routine Services for Canadians Abroad		• Information Management and Technology • Physical Resources Management Special Operating Agency • Security (Physical, Personal, Information, Technical, Awareness Training)	• Information Management and Technology Support and Communication Services • Property Management • Security Services
Sub-Activity	**Political and Economic Information and Analysis on International Issues**	**International Operations and Programs**	**Export/Import Permits**				
Sub-Sub-Activity	• Strategic Research and Analysis on International Issues • International Security Evaluation and Analysis	• International Operations and Memberships • Strategic, Cultural and Educational Promotion • Stabilization and Reconstruction Task Force • Global Partnership Program • Counter-Terrorism Capacity Building Program • International Anti-Crime and Drug Programs					

Internal Services such as corporate, human resources, executive, legal and communications support all program activities and strategic outcomes.



DFAIT GOVERNANCE AND ACCOUNTABILITY STRUCTURE

PROGRAM ACTIVITY ARCHITECTURE

Strategic Outcome # 1: Canada's International Agenda		Strategic Outcome # 2: International Services for Canadians			Strategic Outcome # 3: Canada's International Platform	
The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values		Canadians are satisfied with commercial, consular and passport services			The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities	
International Policy Advice and Integration	Diplomacy and Advocacy	International Commerce	Consular Affairs	Passport Canada	Canada's International Platform: Support at Headquarters	Canada's International Platform: Support at Missions Abroad

Key/Ongoing Departmental Priorities

Responsibilities

Ministers: Management and oversight
Deputy Ministers (DM): Support Ministers
Associate Deputy Minister: Supports DM

Senior-level committees support corporate decision making

Assistant Deputy Ministers (ADM)

- Develop policies and initiatives to achieve departmental strategic outcomes
- Accountable for key programs
- Members of senior-level committees

Heads of Mission (HOM)

- Act on Canada's behalf with final decision-making authorities in managing missions
- Ensure all federal programs abroad are aligned

Committees

Key Cabinet Committees

- Afghanistan
- Foreign Affairs and Security
- Economic Growth and Long-Term Prosperity
- Treasury Board
- Priorities and Planning
- Environment and Energy Security

Decisions influence departmental Executive Council

Interdepartmental Senior-Level Advisory Committees

- DM Committee on Global Affairs, Security and Human Rights
- DM Subcommittee on Representation Abroad

Departmental Senior-Level Advisory Bodies

- Executive Council
- Resource Management Committee
- Transformation Management Committee
- Policy and Programs Board
- External Services Board
- Core Services Board
- Missions Board
- Human Resources Committee
- Audit Committee
- Evaluation Committee

Management Processes

Strategic planning sets direction, priorities and performance expectations

PAA-based business planning with linkage to human resources starts in the fall

Country strategies align with whole-of-government plans and priorities

- RPP establishes and reports on plans and priorities
- DPR reports on departmental performance

Branches implement plans and priorities

Geographics*

Liaise with HOMs who implement whole-of-government country strategies

Audits and evaluations as well as RMAFs and RBAFs provide lessons learned for HQ and missions

PAA, Performance Measurement Framework, MAF and Performance Management Agreements measure organizational accountability

Lessons learned

* Although the geographic branches (North America and Bilateral Relations) are responsible for the majority of Canada's missions abroad, the functional branches (International Security and Global Issues) are responsible for Canada's missions to multilateral organizations, such as NATO and OECD.

1.6 Our Operating Environment

1.6.1 Internal and External Factors and Associated Challenges

Given the unprecedented pace of change in the international environment, the department must carefully monitor and analyze trends and developments that affect its operations. Below is a summary of the most significant external factors at play now.

First, given the importance of *Canada-United States relations* (political, diplomatic, security-related and economic) to Canada, it is imperative that this country continue to make every effort to maintain dialogue and interaction that is as open, mature and constructive as possible. This is the foundation of Canadian foreign and trade policy and is critical to our strategic position in North America.

Second, *globalization* is intensifying, which is drawing attention to rising powers such as China and India and heightening emphasis on the importance of knowledge production and global value chains in fuelling intense global competition for trade and investment. Furthermore, because the Doha Round of World Trade Organization (WTO) negotiations remains stalled, many countries and regional blocs are turning their attention to *bilateral trade agreements* to open up more commercial opportunities. At the same time, concern is being expressed worldwide about the *health of the global economy*, the state of world financial markets and the threat of recession.

Third, the *NATO mission in Afghanistan* continues to evolve in terms of the ongoing engagement of individual countries. Furthermore, developments in neighbouring Pakistan, including the assassination of Benazir Bhutto, are raising international concern about the region in general. Meanwhile, failed and fragile states continue to pose threats worldwide.

Fourth, the department continues to *focus on its passport, consular and commercial services* for Canadians, in light of increasing demand. More and more, Canadians are travelling and conducting business abroad, including in global hot spots. There is also increasing demand for use of the Government of Canada's international platform by other federal departments and agencies as well as provincial governments operating abroad.

Fifth, other key issues that remain high on the international agenda include *security*, *climate change* and *the future of the Arctic*. These issues continue to generate public and media attention.

Internal factors also affect the day-to-day ability of the department to carry out its mandate and address its priorities. The most fundamental relates to the driving force behind the department—its workforce. The department must work harder to attract and retain the best people through targeted and innovative recruitment strategies, to create a dynamic workplace in which employees can use their skills and talents to Canada's best advantage, and to strengthen staff diversity. The department must also ensure the most strategic use of its resources by bringing added focus to the most important missions abroad and reallocating resources to the highest priorities. Moreover, there is an ongoing need to streamline operations and further improve consular, passport and commercial services by making smarter use of technology and by responding more effectively to growing demand and client feedback.

As was the case in dealing with the 2006 evacuation of Canadians from Lebanon and with Hurricane Katrina in 2005, the department faces increased requirements to coordinate Canadian disaster relief efforts, in response to large-scale crises that impact Canadians and Canadian interests abroad.

1.6.2 Risks and Opportunities

Risk Management: The department continues to improve its assessment, management and communication of risks. Its updated Corporate Risk Profile (see table below), which links to the PAA, cites 15 operational, strategic and external risks. Over the planning period, the department will establish a corporate risk committee to integrate risk mitigation throughout its operations. Passport Canada has its own Corporate Risk Profile, established in November 2007.

Several of the risks identified in the table below pertain to some program activities more than others. See Section II for more details.

Opportunities: Canada is uniquely positioned to pursue various opportunities:

- Canada's membership in a range of multilateral organizations provides opportunities to advance its interests and values across a broad spectrum of issues with many members of the international community. Furthermore, Canada's extensive network of missions worldwide enables direct and ongoing interaction with international partners on a bilateral basis.
- Canada's assets, including its knowledge-based, technologically advanced economy and workforce, enable it to pursue international commercial opportunities. For instance, as the second largest developed economy in this hemisphere, Canada has the opportunity to take a leadership role by demonstrating that Canadian models of combining social safety nets with equitable wealth creation can meet the aspirations of other citizens of the Americas.
- Canada's emergence as a stable and reliable energy superpower could provide leverage in advocating Canadian positions on international issues and in advancing Canada's interests on the world stage.

DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE
CORPORATE RISK PROFILE 2008-2009

Risk Event	Definition
Operational Risks	**Risks resulting from inadequate or failed internal organizational processes, people and systems Risks related to capacity and capability**
1 Process and Control Compliance	There is a risk that established controls will be circumvented.
2 Business Recovery	There is a risk that DFAIT's key assets and operations (including people, equipment and systems) will not recover from an undesirable external event in a timely and adequate fashion.
3 Human Capital	There is a risk that the department will not be able to attract, develop and retain sufficient human resources with the necessary competencies and knowledge to carry out its mandate.
4 Information for Decision Making and Reporting	There is a risk that corporate records, information and knowledge will not be available to support informed decision making and reporting.
5 Internal Dependencies	There is a risk that internal stakeholders will not respond in an adequate and timely manner to requests needed to meet objectives.
6 Litigation, Treaty or Trade Disputes	There is a risk that DFAIT will not have the ability to respond to significant or high-profile litigation or trade/treaty disputes, resulting in an unfavourable outcome or loss.
Strategic Risks	**Risks resulting from inadequate or failed business decisions, organizational goals and strategies**
7 Alignment with Partners	There is a risk that the objectives and activities of partners and DFAIT will not be aligned.
8 Transformation	There is a risk that DFAIT's culture and practices will not adapt sufficiently to meet emerging strategies of the organization.
9 External Communication	There is a risk that DFAIT messages will not be communicated effectively or in a timely manner.
10 Resource Alignment	There is a risk that DFAIT does not have the mechanisms to align resources with its priorities and activities.
External Risks	**Risks resulting from events in the external environment that are not within the department's control but may influence its decisions**
11 Unanticipated External Policy Shifts	There is a risk that an unanticipated policy or international regulatory framework change will be made by another nation or multilateral organization.
12 International Instability	There is a risk of crisis or instability in other nations or regions.
13 Economic Conditions	There is a risk that a major disruption will occur within the global or domestic economy.
14 Hostile Actions	There is a risk of significant hostile actions from other parties to Canadian interests. Examples include breaches of privacy, sabotage, espionage, terrorism, weapons proliferation and other forms of crime and corruption.
15 Catastrophic Disasters	There is a risk that a catastrophic disaster will occur.

1.6.3 Government-Wide (Horizontal) Initiatives Involving the Department

This department has the lead in management of the Global Peace and Security Fund, which provides dedicated resources for activities related to countries at risk. The fund is managed by the Stabilization and Reconstruction Task Force (START) Secretariat, using a whole-of-government approach.

1.6.4 Lessons Learned from Our Assessment of Past Performance

High-level lessons learned from the *2006-2007 Departmental Performance Report* include:

- the continued need to foster a cooperative dialogue with hemispheric partners;
- the ongoing importance of advance planning, and of multilateral and intergovernmental cooperation and coordination, to respond effectively to natural disasters and humanitarian crises; and
- the need to continue to engage more actively with trading partners, through international bodies such as the World Trade Organization and through bilateral agreements, to ensure that Canadian interests are protected and advanced.

Primary lessons learned from the MAF assessment (Round IV) include:

- the need for a redesigned PAA to reflect the department's 2006 reintegration;
- the need to continue strengthening departmental stewardship of financial resources and assessment of corporate risks; and
- the need to continue implementation of an integrated human resources planning process to maintain and renew the department's workforce in the coming years.

The department has taken this experience into consideration in setting its course for the planning period ahead. Its plans and priorities reflect these lessons learned. The details are set out in Section II.

1.6.5 Strategic Review as Announced in Budget 2007

In 2007-2008, the department conducted an in-depth review of the funding, relevance and performance of all its programs and spending to ensure results and value for money from programs that are a priority for Canadians. The results of this strategic review were submitted to Treasury Board last fall, for subsequent review by Cabinet. The results of this review will be reflected in future reporting to Parliament.

1.7 Our Priorities and Plans

The department's key and ongoing priorities link to the three strategic outcomes set out in the department's PAA. Before presenting the department's priorities for 2008-2009, it is important to underscore the distinction between key and ongoing priorities:

- The department's key priorities correspond to Government of Canada foreign policy and trade priorities. The October 2007 Speech from the Throne highlighted Canada's Afghan mission and renewed engagement in the Americas as well as the commitment to keep advancing Canada's trade interests.
- The department's ongoing priorities reflect its year-over-year work, in keeping with its mandate.

The department will focus on key and ongoing priorities in 2008-2009. Nonetheless, since unforeseen developments at home and abroad can require adjustments to the best-laid plans, the department is prepared to respond and make changes rapidly, as required.

Key Priorities
1. Afghanistan
2. North America and the Hemisphere
3. Growing/emerging markets, with a focus on China and India
4. Launching of DFAIT's transformation process, including meeting the challenge of strengthening Canada's global mission network
Ongoing Priorities
1. A safer, more secure and prosperous Canada within a strengthened North American partnership
2. Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business
3. Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship
4. Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians
5. Strengthened services to Canadians, including consular, passport and global commercial activities
6. Strengthened stewardship of the department's resources (human, financial, physical and technological) and of Canada's international representation generally, reflecting alignment with Government of Canada priorities

Key Priorities

1. Afghanistan

The department will continue to contribute to a whole-of-government approach to Canada's participation in the NATO-led, UN-sanctioned mission to protect Canadian interests and to help Afghans rebuild their country as a stable, democratic and self-sufficient society. The department will enhance engagement with key international partners, such as the United States, North Atlantic Treaty Organization (NATO) and European Union (EU) member states, to deliver on Canada's priorities in Afghanistan and border regions; and establish a Canadian civilian representative in Kandahar to ensure a coherent, coordinated and strategic approach to Canada's efforts across southern Afghanistan. The department will also increase services to Canadian companies, with additional trade resources at the Canadian Embassy in Kabul.

2. North America and the Hemisphere

The department will continue to strengthen its bilateral and trilateral relationships with the United States and Mexico across the full range of issues affecting the three countries. The department will lead Canada's whole-of-government re-engagement in the Americas to enhance prosperity, improve security and promote the values of freedom, democracy, human rights and the rule of law. The department will work with partners inside and outside government to enhance coherence and coordination of Canadian initiatives; implement an action plan to this end; enhance Canada's presence in multilateral regional forums; advance engagement with the United States and Mexico to foster linkages among partners in North America, Latin America and the Caribbean; support successful conclusion of free trade and other economic agreements; implement the Government of

Canada's Global Commerce Strategy in the region; address hemispheric security issues; engage like-minded regional partners on issues of governance and accountability; and work to further corporate social responsibility in the region.

3. Growing/emerging markets, with a focus on China and India

The growing commercial importance of China, India and other emerging markets as competitors of, and markets of opportunity for, Canadian business means that the department must strengthen and realign its services, commercial network and market access priorities in response to the changing needs of Canada's modern, globally engaged businesses.

The Global Commerce Strategy details the government's commitment to reinforce Canada's competitive position in North America, negotiate new agreements to open markets, and expand Canada's commercial network abroad.

The department will continue to implement government-wide, multi-year market plans for China, India and 11 other priority markets. The plans will identify priority sectors and opportunities based on Canadian business capabilities and interests, and integrate all components of international commerce, including investment, innovation and trade policy negotiations. The department will continue to redeploy resources to address growing demand for more complex services in growing/emerging markets, assigning 46 additional staff to commercial offices in those markets. The department will use its network of missions to pursue comprehensive whole-of-government engagement in China and India, in support of its market plans pertaining to those two countries.

The department will support Canada's Asia-Pacific Gateway and Corridor Initiative through a range of marketing initiatives that promote its use as the transportation network of choice, connecting global supply chains between North America and Asia.

4. Launching of DFAIT's transformation process, including meeting the challenge of strengthening Canada's global mission network

The department will make changes to its current structure and distribution of resources, establish an International Platform Branch to coordinate all aspects of mission administrative support, strengthen the international platform by reallocating more staff from headquarters to missions, remodel the services provided by political/economic officers of the Foreign Service, redesign business processes related to the international platform, and create a Chief Financial Officer position.

In addition, the department will improve and standardize its internal communications; evaluate and renew whole-of-government country strategies; increase understanding among staff of Canada's global commerce priorities and their role in advancing them; take a more coherent approach to the investment, innovation and international financing support that it provides to Canadian business; develop more efficient means of hiring and retaining staff; redesign financial processes and systems; renegotiate the interdepartmental memorandum of understanding on common services abroad and implement related performance measurement; and realign Canada's international commercial network to the needs of Canadian business.

The department will also continue to implement its New Way Forward initiative, launched in February 2008, to better align departmental resources (specifically political/economic officers of the Foreign Service) with international policy objectives and program delivery.

Ongoing Priorities

1. A safer, more secure and prosperous Canada within a strengthened North American partnership

The department will strengthen North American cooperation on defence and security through bilateral consultations; increase reporting on countries of strategic importance to Canada; work to enhance international cooperation on Canadian national security objectives in areas such as aviation security and national security-related immigration cases; work with multilateral partners on a more coordinated and effective international space policy; work to reduce threats posed by weapons and materials of mass destruction; and pursue crime and counterterrorism cooperation and information sharing with key partners.

In coordination with federal partners, the department will provide legal advice on Canada-United States security and criminal cooperation in land and air pre-clearance and integrated cross-border maritime law enforcement operations. The department will provide legal advice on the following: the scope of sanctions decided by the United Nations (UN) Security Council against foreign states and non-state actors and implementation of those sanctions into Canadian law; and implementation of domestic sanctions pursuant to the Special Economic Measures Act, including the drafting of new and/or amended regulations, as required.

The department will ensure that Canadian economic interests are supported and promoted through cooperation with the United States and Mexico on North American competitiveness issues, including the regulatory framework; intellectual property protection; energy, science and technology; and the safety of imported products. Working with partners and stakeholders, the department will seek to prevent or remove regulatory and legislative barriers in North America that are contrary to Canadian interests and integrate the resources of federal and other partners, such as the provinces and Export Development Canada, that are related to providing commercial services and advice to Canadian business into mission and regional office networks. As part of the Global Commerce Strategy, the department will implement market plans for the United States and Mexico and, in partnership with stakeholders across Canada, continue to develop a Government of Canada strategy for the Canada-United States border to facilitate movement of legitimate goods, services and people, while improving security.

2. Greater economic competitiveness for Canada through enhanced commercial engagement, secure market access and targeted support for Canadian business

The department will continue its phased implementation of the Global Commerce Strategy by implementing market plans for priority countries and regions in support of commercial engagement by Canadian business. It will integrate the full range of international business activities, from exporting and importing through two-way investment to licensing, science and technology partnering, and negotiation of market access issues. In addition to enhancing the North American commercial relationship, it will spearhead an agenda of robust bilateral and regional trade policy negotiations to secure competitive terms of access for Canadian business in key markets by making strategic use of policy tools, including free trade and other agreements as well as regulatory cooperation initiatives; boost Canadian participation in global investment and innovation networks through targeted support and promotion of Canadian advantages; and expand Canada's global commerce network in China, India and the Americas to meet ever-increasing demands and opportunities.

3. Greater international support for freedom and security, democracy, rule of law, human rights and environmental stewardship

The department will work to strengthen international regimes and enhance the capacity of key partner developing states to combat terrorism and international crime; work to significantly improve the international record of signature and ratification of key counterterrorism and international protocols and conventions on fighting crime; and deliver the Counter-Terrorism Capacity Building Program with key partners. It will cooperate effectively with G8 and other multilateral partners on initiatives that respond to peace and security issues and crises, and work to strengthen the government's operational capacity to coordinate whole-of-government responses to international crises. The department will advance Canada's interests in working toward a post-2012 climate change regime; work to ensure practical results of work done by the UN Human Rights Council; further Canada's humanitarian agenda; and support and enhance global energy security by engaging groups such as the International Energy Forum, the International Energy Agency and the G8 to promote a balanced discussion between energy-producing and -consuming countries. The department's Stabilization and Reconstruction Task Force will work to improve the Government of Canada's capacity to respond to natural disasters and other crises, while continuing to manage the Global Peace and Security Fund. The department will use Canada's network of missions abroad to support democratic development, governance, security and peacebuilding, human rights and environmental stewardship in priority countries and regions.

The department will continue to implement a policy on tabling international treaties (in the House of Commons), which the government seeks to ratify. It will provide legal advice on the dispute between Canada and Denmark over the sovereignty of Hans Island. It will help coordinate the Government of Canada's position on the Commission of Inquiry into the Investigation of the Bombing of Air India Flight 182 and the Internal Inquiry into the Actions of Canadian Officials in Relation to Abdullah Almalki, Ahmad Abou-Elmaati and Muayyed Nureddin.

4. Accountable and consistent use of the multilateral system to deliver results on global issues of concern to Canadians

The department will prepare for a successful Francophonie Summit in 2008 in Quebec City, which is expected to help modernize the Organisation Internationale de la Francophonie; campaign for Canada to be accorded a seat on the UN Security Council for 2011-2012; and work through key bilateral partnerships and effective participation in the Arctic Council and other relevant international forums to advance the international dimensions of Canada's Arctic agenda. The department will also advance Canada's new approach to democracy support; lay the groundwork for a high-impact Canadian G8 presidency in 2010; implement existing G8 commitments through-the Global Partnership Program, which carries out various threat-reduction activities; support UN reform efforts; continue Canada's engagement with the Organization of American States; host the Caribbean Development Bank meeting in 2008; and facilitate coherent Canadian policies and priorities across the multilateral system. Canada will work with other countries on the reform of the International Monetary Fund and the World Bank. The department will ensure that Canadian foreign policy priorities and interests are reflected in the outcome of the Organisation for Economic Cooperation and Development (OECD) five-year review of the Paris Declaration on aid; and ensure continued sound management of OECD and Asia-Pacific Economic Cooperation (APEC) issues.

The department will further strengthen the North American trade policy regime through NAFTA and build strong bilateral economic relationships with key partners in the Americas and other emerging markets. It will pursue conclusion of the Doha Round of the WTO; undertake advocacy initiatives at the WTO dispute settlement bodies and before the NAFTA Chapter 11 tribunals on disputes to which Canada is a party; advance Canada's commercial interests through the OECD, APEC and the G8; and maintain an efficient system of export controls.

5. Strengthened services to Canadians, including consular, passport and global commercial activities

The department will strengthen consular services by improving travel information available through its website as well as by enhancing its publications and outreach activities, while increasing consultation with stakeholders. It will also strengthen its emergency response capacity, establish emergency response hubs abroad, and expand access to consular services by increasing the number of consular staff at headquarters and missions and the number of honorary consuls in key travel destinations.

Passport Canada will simplify the passport application process by using security and intelligence software, (including development of facial recognition technology); pilot an e-passport program for diplomatic and special passports; develop a new service model; expand the network and scope of services provided by receiving agents; and improve processing and data entry, using two-dimensional barcode technology.

The department will complete the integration of domestic regional offices into its worldwide commerce network and open four new regional offices in regions with high demand for trade commissioner services; make significant improvements to its vital electronic platforms, such as the Virtual Trade Commissioner and TRIO, the department's business contact management system; and add capacity to its worldwide commerce network to better enable effective intervention on issues of corporate social responsibility and better support Canadian business participation in global value chains. It will develop and implement a Global Innovation Strategy; strengthen international science and technology collaboration to improve access for Canadian-based firms to new research partners, technologies, risk financing and supply chains; pilot a sector-based approach for connecting Canadian business to global value chains; and make further improvements to the import and export permit software to enhance client service.

6. Strengthened stewardship of the department's resources (human, financial, physical and technological) and of Canada's international representation generally, reflecting alignment with Government of Canada priorities

The department will enhance the government's international platform so that departmental resources can best support whole-of-government outcomes at missions abroad; change policies and program delivery related to corporate services and human resources to better support missions; further expand the Business Continuity Program so that critical services can be maintained in the event of business disruption; and make further security upgrades. It will continually assess its allocation of human resources in order to strike a better balance between Canada's mission network, the department's most valuable asset, and departmental headquarters.

1.8 Summary of Our Resources for 2008-2011

1.8.1 Total Financial and Human Resources

Total Financial Resources

Financial Resources ($ millions)			
Year	**2008-2009**	**2009-2010**	**2010-2011**
Total Planned Spending	**2,371.6**	2,287.0	2,175.0

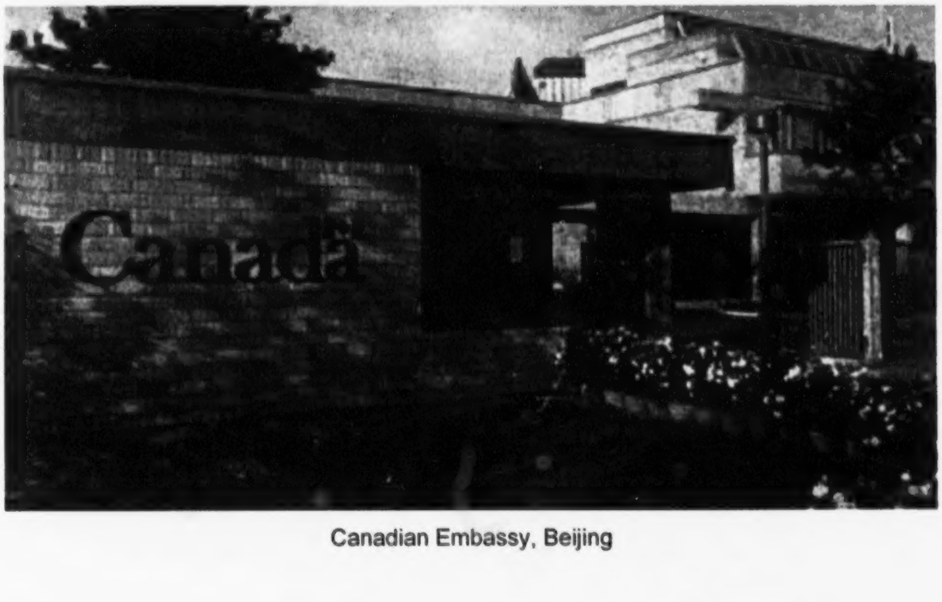
Total Human Resources

Human Resources (FTEs)			
Year	**2008-2009**	**2009-2010**	**2010-2011**
FTEs	**12,975**	12,396	12,301

Note: FTEs refer to full-time equivalents—the human resources required to sustain an average level of employment over 12 months, based on a 37.5-hour workweek.

The department remains committed to building a bilingual, culturally diverse, gender-balanced and innovative workforce that more fully reflects Canadian society as a whole. The department is also working to address the gap in resources for a number of its key occupational groups.

It should be noted that the department's human resources planning—critical to an organization as large and diverse as this—is closely linked to its business planning. The department collects highly specific information related to human resources through its annual business planning process. This information is used to guide recruitment in response to clearly identified needs. Once approved by senior managers, business plans are used to guide preparation of mandate letters and performance management agreements for Heads of Missions and senior executives. Thereafter, managers throughout the department develop performance agreements for all staff, in accordance with the Performance Management Program.



Canadian Embassy, Beijing

1.8.2 Planned Spending for Program Activities by Strategic Outcome

Planned Spending for Program Activities by Strategic Outcome ($ millions)

	Expected Results	2008-2009	2009-2010	2010-2011	Contribute to the Following Priorities
Strategic Outcome 1: Canada's International Agenda	**The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.**				
International Policy Advice and Integration: Providing strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies	Canada has the necessary strategic direction in place to allow for the integration and coordination of its foreign and international economic policies for the advancement of its interests internationally.	140.0	125.2	124.8	Key:1,2,3 Ongoing: 1, 2, 3, 4
Diplomacy and Advocacy: Engaging and influencing international players and delivering international programs and diplomacy	Canada influences the international community on issues related to its interests and values.	1,068.1	1,043.2	981.3	Key:1,2,3 Ongoing: 1, 2, 3, 4
Strategic Outcome 2: International Services for Canadians	**Canadians are satisfied with commercial, consular and passport services.**				
International Commerce: Managing and delivering commerce services and advice to Canadian business	Canadian business clients are positioned to successfully exploit business opportunities abroad in trade, investment, science and technology commercialization, global value chains and other modern business models; and the overseas commercial interests and priorities of partner departments and the provinces are supported.	332.1	296.4	247.2	Ongoing: 5
Consular Affairs: Managing and delivering consular services and advice to Canadians	Canadians are aware of how to travel safely. Those that need routine or emergency assistance abroad receive satisfactory assistance.	46.4	41.4	41.5	Ongoing: 5
Passport Canada: Managing and delivering passport services through the use of the Passport Canada Revolving Fund	The capacity for Canadians to travel without documentation problems; the production of travel documents according to international standards; and innovative, reliable, consistent and accessible passport services.	276.6	246.2	246.2	Ongoing: 5
Strategic Outcome 3: Canada's International Platform	**The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.**				
Canada's International Platform: Support at Headquarters: Managing and delivering services and infrastructure at headquarters to enable Canada's representation abroad	The department's partners located at missions abroad are satisfied with its provision of services, infrastructure and support from headquarters.	274.9	270.5	271.2	Ongoing: 6
Canada's International Platform: Support at Missions Abroad: Managing and delivering services and infrastructure at missions to enable Canada's representation abroad	The department's partners at missions abroad are satisfied with its provision of common services, infrastructure and support at those missions.	541.1	541.2	539.9	Ongoing: 6

Note: Planned spending will be adjusted to reflect implementation of the report of the Independent Panel on Canada's Future Role in Afghanistan.

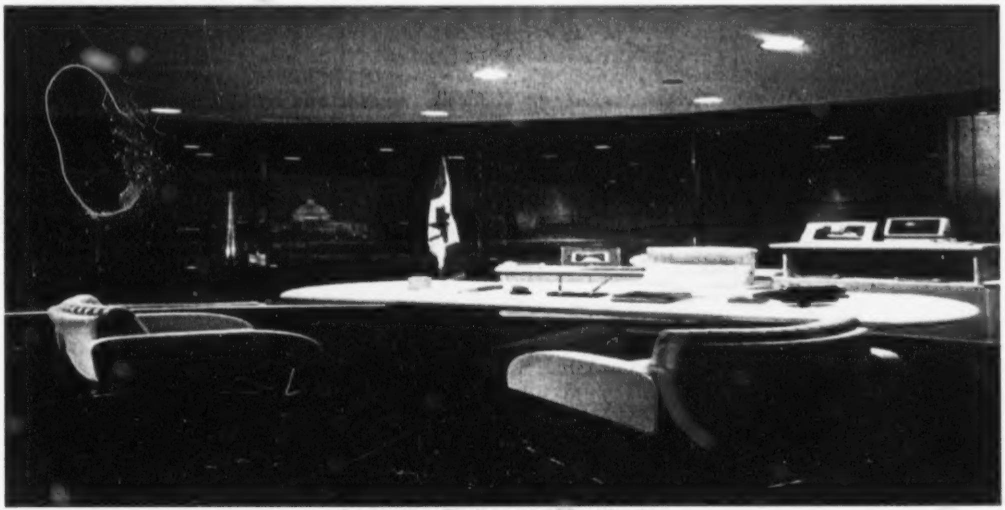
Note: International Commerce includes budgetary and non-budgetary statutory payments to Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the Export Development Act (2008-2009 $4M budgetary, $88.2M non-budgetary; 2009-2010 nil budgetary, $63.3M non-budgetary; 2010-2011 nil budgetary, $19.8M non-budgetary). These payments were reflected under Export Development Canada in previous Main Estimates.

1.9 Our Financial and Human Resources in More Detail

1.9.1 Voted and Statutory Items from Main Estimates

Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-2009 Main Estimates ($ millions)	2007-2008 Main Estimates ($ millions)
1	Operating expenditures	**1,223.5**	1,162.1
5	Capital expenditures	**122.7**	114.8
10	Grants and contributions	**682.1**	651.7
(S)	Minister of Foreign Affairs—Salary and motor car allowance	**0.1**	0.1
(S)	Minister for International Trade and Minister for the Pacific Gateway and the Vancouver-Whistler Olympics—Salary and motor car allowance	**0.1**	0.1
(S)	Contributions to employee benefit plans	**78.4**	77.2
(S)	Payment under the *Diplomatic Service (Special) Superannuation Act*	**0.3**	0.3
(S)	Passport Office Revolving Fund	**0.0**	(6.1)
(S)	Payments to Export Development Canada to discharge obligations incurred pursuant to Section 23 of the *Export Development Canada Act* (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries.	**4.2**	2.1
(S)	Payments to Export Development Canada to discharge obligations incurred pursuant to Section 23 of the *Export Development Canada Act* (Canada Account) for the purpose of facilitating and developing trade between Canada and other countries. (Non-budgetary)	**88.2**	679.0
	Total Department	**2,199.4**	**2,681.2**

Note: Totals may not add due to rounding.



Canadian Embassy, Washington

1.9.2 Planned Spending and Full-Time Equivalents

Planned Spending ($ millions) and Full-Time Equivalents (FTEs)	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
International Policy Advice and Integration	145.7	**135.2**	122.3	122.4
Diplomacy and Advocacy	905.8	**929.5**	909.3	718.5
International Commerce	180.3	**235.5**	231.5	226.4
Consular Affairs	41.1	**41.3**	41.3	41.3
Passport Canada	233.1	**276.6**	246.2	246.2
Canada's International Platform: Support at Headquarters	271.0	**268.4**	269.5	270.1
Canada's International Platform: Support at Missions Abroad	488.5	**532.3**	539.2	537.6
Budgetary Main Estimates (gross)	2,265.5	**2,418.8**	2,359.3	2,162.6
Non-budgetary Main Estimates (gross)	679.0	**88.2**	63.3	19.8
Less: Respendable Revenue	328.7	**307.6**	277.2	277.2
Total Main Estimates	2,615.8	**2,199.4**	2,145.4	1,905.2
Adjustments				
Operating budget carry-forward	46.1	**35.0**		
Carry-forward of capital funds	2.8	**2.0**		
Funding for the Global Peace and Security Fund	138.4			
Funding for Passport Canada to address the increased demand for passports	55.0			
Reinvestment of revenues from the sale or transfer of real property	30.9			
Transfer from partner departments to provide administrative support to partner departments' staff located at missions abroad	20.5			
Funding for ongoing maintenance requirements and capital rust-out in missions abroad in accordance with industry standards.	14.0			
Funding to implement and administer the 2006 Canada-United States Softwood Lumber Agreement	12.9			
Funding to enhance physical security at missions abroad	12.0			
Funding for the implementation of the Global Commerce Strategy to sustain Canada's North American advantage, to extend Canada's reach into new priority markets, and to renew Canada's trade negotiation efforts	9.3			
Payments to Export Development Canada to discharge obligations incurred pursuant to section 23 of the Export Development Act (Canada Account)	4.5			
Collective bargaining agreements	3.2			
Funding for the costs of hosting the 12th Summit of La Francophonie in Quebec City in 2008 (horizontal item)	3.2			
Funding for contributions to support international environmental programs to meet Canada's United Nations Climate Change Conference commitment	3.1			
Funding to identify, schedule and prepare witnesses associated with the Internal inquiry into the Actions of Canadian Officials in Relation to Abdullah Almalki, Ahmad Abou-Elmaati and Muayyed Nureddin (horizontal item)	1.0			
Transfer from the Canadian Commercial Corporation for its share in the Ministry's Expenditure Review Committee reductions	1.0			
Funding of Edu-Canada, a new international education campaign to attract foreign students to Canada.	1.0			
Transfer from the Canadian International Development Agency for contribution in aid of academic relations related to scholarship programs	0.8			
Funding for Canada's participation as a member of the United Nations Convention against Corruption (horizontal item)	0.7			
Funding to strengthen DFAIT audit capacity	0.7			

Planned Spending ($ millions) and Full-Time Equivalents (FTEs)	Forecast Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010	Planned Spending 2010-2011
Funding to identify, schedule and prepare witnesses associated with the Commission of Inquiry into the investigation of the bombing of Air India Flight 182 (horizontal item)	0.7			
Transfer from Environment Canada for payment of assessed contribution to the United Nations Framework Convention on Climate Change	0.5			
Funding for activities that are essential to the continued implementation of the *Public Service Modernization Act* (horizontal item)	0.4			
Funding related to government advertising programs (horizontal item)	0.3			
Funding in support of the *Federal Accountability Act* to evaluate all ongoing grant and contribution programs every five years (horizontal item)	0.3			
Funding for the payment of assessed contributions representing Canada's membership in the Rotterdam Convention on the Prior Informed Consent for Certain Hazardous Chemicals and Pesticides in International Trade and in the Stockholm Convention on Persistent Organic Pollutants	0.3			
Transfer to Passport Canada from Public Safety and Emergency Preparedness Canada for furthering connectivity to the National Integrated Information System	0.2			
Transfer from Public Safety and Emergency Preparedness Canada for a joint contribution to the Inter-American Drug Abuse Control Commission (CICAD)	0.1			
Funding to implement Cabinet Directives on streamlining regulations by strengthening regulatory coordination capacity	0.1			
Reprofiling for the construction of an Embassy in Baghdad	(0.5)			
Transfer to Citizenship and Immigration Canada for cost increase of processing applications for the International Youth Program	(1.0)			
Currency gains on expenditures abroad	(10.6)			
Termination of the Moscow Chancery project	(30.0)			
Funding for the Global Partnership Program		**70.1**	60.2	93.0
Funding for Canada's presence in Afghanistan		**19.7**	40.1	9.2
Funding for international assistance activities		**18.0**	18.0	18.0
Funding for DFAIT accommodation		**9.5**	7.5	8.1
DFAIT overseas activities		**7.0**	10.0	10.0
Funding for Canada's Safe Travel Abroad program		**4.4**	0.0	0.0
Funding for the administration of the 2006 Canada-United States Softwood Lumber Agreement		**2.3**	2.3	0.9
Funding for international environmental agreements		**2.0**	1.9	1.8
Funding for Passport Canada's e-passport project		**0.9**	0.3	0.0
International science and technology		**0.8**	0.8	0.0
Funding for the *Immigration and Refugee Protection Act*		**0.5**	0.5	0.0
Funding for the Global Peace and Security Fund		**0.0**	0.0	128.8
Total Adjustments	321.8	**172.1**	141.6	269.8
Total Planned Spending	2,937.6	**2,371.6**	2,287.0	2,175.0
Less: Non-respendable Revenue	214.2	**169.3**	151.1	181.6
Plus: Cost of Services Received without Charge	84.6	**87.0**	87.7	87.9
Net Cost of Department	2,808.0	**2,289.3**	2,223.6	2,081.3
Personnel—Full-Time Equivalents (FTEs)	12,917	**12,975**	12,396	12,301

Note: Totals may not add due to rounding.

1.10 Our Principal Performance Measurement Model and Tools

1.10.1 Principal Performance Measurement Tools

The department has used approved plans as the basic material for this report. The department's degree of success in carrying out its plans, advancing its priorities and achieving its expected results will be evaluated in its *2008-2009 Departmental Performance Report.*

The following is a list of the principal tools used by the department in assessing performance:

- *The department's latest Management Accountability Framework assessment:* The MAF identifies 10 expectations for Public Service managers on issues such as governance, strategic direction and citizen-focused services. It is aligned with the government-wide planning and reporting cycle. Through TBS's annual MAF assessment, this department works closely with central agencies to identify its management strengths and weaknesses, using MAF indicators. This provides excellent feedback for the department to use in strengthening its performance and providing greater results for Canadians.
- *The MRRS-PAA Performance Measurement Framework:*[5] Based on the PAA, this framework specifies long-term outcomes with associated performance measures for each level of the PAA.
- *The department's RMAFs* (Results-Based Management and Accountability Frameworks) *and RBAFs* (Risk-Based Audit Frameworks) are also used, along with the most recent audits and evaluations of operations at headquarters and missions abroad.
- The department uses its plans to guide preparation of mandate letters and *performance management agreements* for Heads of Missions and senior executives. Thereafter, managers develop performance agreements for all staff, in accordance with the *Performance Management Program.* All these agreements reflect the department's human resources performance framework, which enables evaluation of an individual employee's contribution to the department's priorities and strategic outcomes.

How does the department assess its performance, both immediate and longer term? It uses quantitative and qualitative indicators that provide feedback on the effectiveness of the department's program achievements, the efficiency of its program management and its compliance with government-wide requirements. There are indicators particularly relevant to each of the seven program activities, as demonstrated by the following examples. Readers should note that this is not an exhaustive list.

- International Policy Advice and Integration: the department's contribution to development of international foreign and economic partnerships and programs and its effectiveness in coordinating the Government of Canada's policy positions on global issues (immediate term); as well as the number of international agreements reached and programs undertaken that reflect Canada's interests and/or demonstrate Canadian leadership (longer term).
- Diplomacy and Advocacy: the spread and intensity of the department's efforts to promote Canada's priorities and interests on global issues; the degree of engagement of other levels of government across Canada and the foreign diplomatic community in Canada (immediate term); and the advancement of Canada's bilateral and multilateral negotiations and the signing of bilateral, multilateral and regional agreements that reflect Canadian priorities and/or demonstrate Canadian leadership (longer term).
- International Commerce: the department's effectiveness in providing services to Canadian business as well as in monitoring compliance with the Export and Import Permits Act (immediate term); and the degree of competitiveness of Canadian business in new or established markets and trends in Canadian trade and investment (longer term).
- Consular Services: the demand for these services and the degree of client satisfaction with them; the degree of public awareness of consular services; the effectiveness of consular services; the compliance with federal safety procedures; the regular updating of contingency plans; and the quality of travel information and advice provided to Canadian travellers (immediate term).
- Passport Canada: the degree of client satisfaction with the timeliness and quality of passport services; and the degree of compliance of Canadian travel documents with international standards (immediate term).
- Canada's International Platform: Support at Headquarters: the effectiveness and efficiency of common services coordination; the degree of client satisfaction with services provided at headquarters; and the number of complaints received (immediate term).

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[5] The department will be finalizing its performance measurement framework, following further discussions with TBS.

- Canada's International Platform: Support at Missions Abroad: the degree of client satisfaction with services provided at missions abroad as well as the number of complaints received (immediate term).

Although the department is making progress on performance measurement, it acknowledges that it has much more work to do in this area. This task is complex because the department's mandate, particularly in foreign affairs, focuses on results—such as strengthened bilateral and multilateral relations, or advocacy of Canadian positions on the world stage—that cannot be measured in numbers and other easily quantifiable terms. (This is somewhat less true of the international commerce elements of the department, since at least some trade and other commerce-related achievements can be assessed, using hard data and statistics.)

To ensure Canadians that it provides value for taxpayers' money as well as effective and beneficial programs and services, this department is continuing to develop a performance framework that corresponds to its new PAA. A draft framework is currently being reviewed, in consultation with stakeholders. The department will provide an update on this process in its *2008-2009 Departmental Performance Report*.

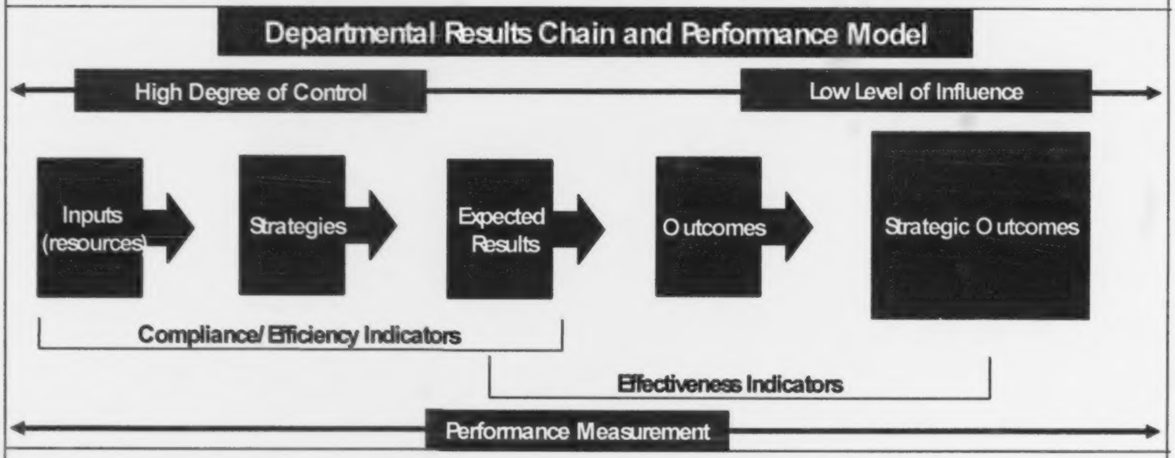
1.10.2 Departmental Results Chain and Performance Model

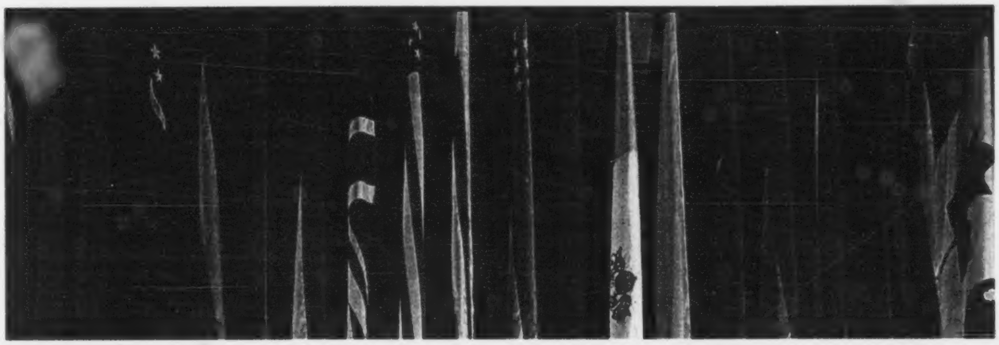
An expected results chain—or results-based logic model—illustrates the levels of influence in the public environment in which the department operates:

- the operational level, in which the department has direct control;
- the behavioural change level, in which it can exert influence through direct contact with target groups; and
- the state level, in which it can exert influence only through indirect contact with target groups.

What the department does at the operational level is meant to generate changes with respect to the target group(s), which should effect changes at the desired state level.

The information in Section II is presented in a manner that follows this logic model. Each of the department's program activities has its own subsection, providing details on how it applies its resources strategically to achieve certain results and thereby contributes to the department's overall priorities and outcomes.





Section II Analysis of Program Activities by Strategic Outcome

2.1 Introduction

This section provides more detail on the plans and expected results of the department's seven program activities, which are:

- International Policy Advice and Integration;
- Diplomacy and Advocacy;
- International Commerce;
- Consular Affairs;
- Passport Canada;
- Canada's International Platform: Support at Headquarters; and
- Canada's International Platform: Support at Missions Abroad.

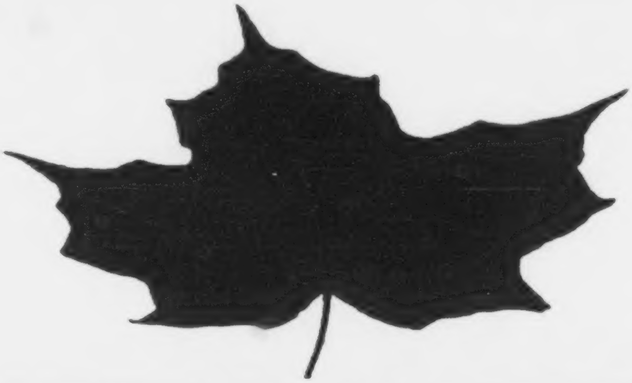
As noted in Section 1.5, each program activity contributes to one of the department's three strategic outcomes, in accordance with its Program Activity Architecture. International Policy Advice and Integration, and Diplomacy and Advocacy support the first strategic outcome, Canada's International Agenda. International Commerce, Consular Affairs, and Passport Canada support the second outcome, International Services for Canadians. And the third outcome, Canada's International Platform, is supported by the two related program activities. The program activities are also linked to the department's priorities (see Section 1.7).

In the following pages, each program activity is accorded its own subsection, presented in the order given above. In each subsection, readers will find the following information for the program activity under discussion:

- the mandate, accountabilities, reach, activities/outputs, operating context, outcome(s) and performance indicators;
- the expected results, strategy to achieve them and the link to departmental priorities;
- the risks and risk management practices;
- the results of major audits and/or evaluations; and
- the financial and human resources allocated as well as plans related to human resources management.

Readers interested in more financial information will find it in Sections 1.8 and 1.9 (which summarize data on financial and human resources); in Section III, which provides financial tables; and at the TBS Estimates website (www.tbs-sct.gc.ca/est-pre/estime.asp).

Readers should also be aware that the information presented for each program activity does not provide a complete picture of every program, service and initiative carried out by the department. In keeping with TBS guidelines, this report focuses on results identified as crucial to the department's progress over the planning period.



2.2 Strategic Outcome #1: Canada's International Agenda

The Department's Program Activities Related to Canada's International Agenda

The department's first two program activities—International Policy Advice and Integration, and Diplomacy and Advocacy—contribute to strategic outcome #1: Canada's International Agenda. Both program activities seek to shape the international agenda to Canada's benefit and advantage, in accordance with Canadian interests and values.

The first program activity involves policy advice, program development, and the integration and coordination of policies and programs for the Government of Canada.

The second program activity focuses on the engagement necessary to implement those policies and programs—through diplomacy, both inside and outside of Canada, and the delivery of international programs to clients.

Summary of 2008-2009 Plans and Priorities Related to Canada's International Agenda

In 2008-2009, the department will set government-wide strategies for countries, regions, organizations and issues of priority, working with federal and other partners. For example, the department will pursue a comprehensive whole-of-government policy approach for key countries, organizations and regions, including China, Brazil, India, Latin America and the Caribbean, the Middle East and the European Union. Meanwhile, the department will work with partner departments on a whole-of-government approach to Canada's contribution to NATO's mission in Afghanistan. Through the Stabilization and Reconstruction Task Force (START), it will target international security issues on which a Canadian diplomacy contribution, including funding, can have the most impact and be cost-effective.

Given Canada's strategic location in North America and the government's policy of re-engagement in the Americas, the department will make more strategic use of its platform of missions in the United States to promote Canadian interests. Two examples are the promotion of a smart and secure border between the two countries and further improvements to NAFTA. Following the November presidential election, the department will seek to cement relations with the new administration, congressional leaders and other decision makers of strategic interest to Canada. Also this year, the department will coordinate Canada's re-engagement in the Americas, in alignment with key government priorities, including the Global Commerce Strategy.

The department will engage in multilateral organizations to advance Canada's interests and values on key issues. For example, the department will promote better burden sharing among NATO and ISAF (International Security Assistance Force) member states in Afghanistan; host a successful 2008 Francophonie Summit in Quebec; seek international support for a UN Security Council seat in 2011-2012; advance Canada's interests at the G8 and lay the groundwork for Canada's G8 presidency in 2010; support reform of the UN, International Monetary Fund and World Bank; participate in the G8's efforts to reduce the threat from weapons and materials of mass destruction; and work with the EU to foster democratic governance internationally.

The department will strengthen ties with emerging markets such as China and India, especially in the areas of investment, energy, innovation and climate change.

The department will promote knowledge transfer and better understanding of Canada through initiatives such as the new Canadian Studies Program and the Canada-United States Fulbright Program.

The department will streamline and improve its services to Canadian entrepreneurs and investors. It will pursue free trade agreements (e.g. with Colombia, South Korea and Jordan); foreign investment promotion and protection agreements (e.g. with India, China and Indonesia); and new or expanded bilateral air agreements, especially in markets in Asia Pacific, Latin America and Europe. The department will seek conclusion of the Doha Round negotiations at the WTO.

The department will conduct research and analysis on foreign policy and international economic policy issues, in order to strengthen its policy advice to the government.

The department will engage the provinces, territories and other stakeholders in consultations on foreign and trade policy issues, including through e-Discussions. It will produce annual publications such as the *State of Trade*.

The department will organize logistics for international travel by the Governor General, Prime Minister and Cabinet ministers. It will provide guidance to the diplomatic community on Canada's policies on privileges and immunities.

The department's Policy and Programs Board acts as a clearing house to ensure major policy initiatives are integrated, coherent and aligned with government and departmental priorities and direction. This board supports the work carried out under program activities #1 and #2.

2.2.1 Program Activity #1: International Policy Advice and Integration

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- Program activity #1 provides strategic direction, intelligence and advice to the Government of Canada on international policy issues. It includes the integration and coordination of Canada's foreign and international economic policies.
- The work is carried out by the department in consultation with other government departments and relevant stakeholders and taking into account advice provided from missions abroad. Various interdepartmental mechanisms are used to develop, integrate and coordinate whole-of-government approaches on Canada's foreign and international economic policies to advance Canadian interests and values.
- Primary responsibility for this program activity is held by the ADMs of the Afghanistan Task Force, Americas Strategy, Strategic Policy and Planning, Trade Policy and Negotiations, International Security, Global Issues, North America, Bilateral Relations and Investment, Innovation and Sectors.
- The Deputy Minister of Foreign Affairs chairs the Deputy Ministers' Committee on Global Affairs, Security and Human Rights, an interdepartmental meeting of deputies that serves to develop whole-of-government approaches to international policy issues. The Deputy Minister of Foreign Affairs also chairs the DMs'

Subcommittee on Representation Abroad, whose role is to promote coordination of international policies, programs and the use of common services among DFAIT's federal partners co-located at Canada's missions.[6]

- The main target groups are members of the Cabinet, other federal government departments, policy and program groups within DFAIT, Heads of Missions and key mission personnel.

Program sub-activities

- Planning, Integration and Coordination on International Policy Issues.
- Foreign Affairs and International Trade Policy and Program Development.
- Political and Economic Information and Analysis on International Issues.

Outputs

- Integrated plans, policies and advice.
- Programs.
- Analysis, intelligence and information.

Outcome

- Canada's efforts to shape the international agenda to Canada's benefit and advantage are supported by high-quality analysis, intelligence and advice, as well as whole-of-government integration and coordination.

Performance measurement indicators

- Processes and consultation mechanisms developed to manage whole-of-government direction-setting agenda within and outside of DFAIT.
- Level of integration and coordination of Canada's foreign and international economic policies.
- Extent to which Canadian positions on international issues, backed by clearly articulated strategies, are supported by partner departments and other stakeholders.
- Number of instances where the department leads on developing policy positions with other levels of government.
- Extent to which country strategies inform policy and decision making.
- Extent to which the department's foreign and trade policy advice is adopted and followed by partner departments and agencies.
- Extent of institutional capacity to respond to international security challenges.
- Extent to which outcome documents of international bodies represent coordinated Canadian positions.
- Identification and endorsement of policy priorities.
- Extent to which policy priorities are integrated into departmental business planning.
- Number of policies and programs implemented.
- Number of policy dialogues, exchanges and agreements on North American security cooperation.
- Level of support within G8, NATO, the UN and regional organizations for Canadian positions.
- Extent to which departmental officials use departmental legal briefs to advocate Canadian interests.
- Quality and timeliness of political and economic intelligence and analysis.
- International disputes that are settled in favour of Canada.
- Resolution of regulatory issues and trade barriers.
- Effective domestic implementation of negotiated agreements.
- Extent to which Canadian partnerships are enhanced through collaborative initiatives for specific issues and sectors.
- Implementation of negotiated market access and retaining of agreed-upon levels of domestic market openness.

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[6] The Deputy Ministers' Committee on Global Affairs, Security and Human Rights and the DM Subcommittee on Representation Abroad also support the work carried out under Program Activity #2: Diplomacy and Advocacy.

Context

The principal factors affecting this program activity are:

- The many and diverse international organizations and the wide range of issues and agendas, which makes it difficult for countries to exercise influence on key international issues.
- The need to ensure coordination, cohesion and strategic direction on a whole-of-government basis, given the number of federal departments with international programs and interests.
- The growing number of non-governmental players actively involved in issues of foreign and trade policy.
- The challenge of getting one's message out effectively in a highly fragmented 24/7 media environment that is marked by the impact of newer media like the Internet.
- The increase in global news programming (e.g. the BBC World channel and CNN's *Your World Today*) that focuses on major powers and developments affecting them.
- The need to provide leadership in government-wide planning for major events to be hosted by Canada, including the Francophonie Summit in 2008 and the G8 Summit in 2010.
- The need to provide integration and leadership in pursuit of Canada's global agenda, given the growing number of federal and provincial partners that have representatives operating abroad and whose domestic issues are influenced by international trends and events.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

PLANNING, INTEGRATION AND COORDINATION ON INTERNATIONAL POLICY ISSUES

This program sub-activity advances Canada's interests and values by ensuring that advice, intelligence and planning with respect to international policy issues are provided to the Government of Canada. It also integrates and coordinates delivery of the government's international agenda through whole-of-government consultation with other federal government departments and agencies. The expected results for 2008-2009 are as follows:

Expected result	Coherent whole-of-government Canadian policy to support development of a stable, self-reliant and democratic Afghanistan.
Strategy	• Work with partner departments to develop and coordinate whole-of-government policies and programs to assist Afghanistan in meeting the goals and benchmarks of the Afghanistan Compact. • Exercise Canadian leadership in Kandahar, through the Provincial Reconstruction Team, using a whole-of-government approach. • Develop policy and programs in areas of democratic governance, rule of law, security sector reform and human rights. • Deliver a whole-of-government communications strategy. • Communicate effectively the rationale and objectives of the Canadian mission in Afghanistan, and the progress achieved, to Canadians, Afghans and the international community. • Monitor and assess the impact on Canada of religious and political extremism in the region and elsewhere, and develop new diplomatic and security initiatives in response.
DFAIT priority	Key: 1.

Expected result	Canada's re-engagement in the Americas is coherent, coordinated on a whole-of-government basis, and optimizes existing resources.
Strategy	• Coordinate, on a whole-of-government basis, the implementation of Canada's re-engagement in the Americas. • Ensure Canada's aid programming reflects the Americas as a government policy priority, in close coordination with the Canadian International Development Agency (CIDA). • Ensure whole-of-government policy initiatives in the Americas, consolidate existing partnerships, bring greater focus and policy alignment, and maximize existing government resources. • Conduct policy dialogue on Canada's re-engagement in the Americas with Canadian businesses, academi[illegible]he provinces and partners with interests or resources in the region.
DFAIT priority	Key: 2.

Expected result	North American defence and security are strengthened.
Strategy	• Coordinate collaboration with the United States on shared foreign and defence policy interests and priorities (e.g. the Americas, Afghanistan, Haiti). • Strengthen the Canada-United States and Canada-Mexico partnerships in defence and security. • Strengthen the Canada-United States defence and security relationship by effectively managing the Permanent Joint Board on Defence and the Bilateral Consultative Group, as well as the Tri-Command Study and the 50th anniversary of NORAD. • Engage key partners on international anti-crime, anti-drug and counterterrorism issues, and improve bilateral cooperation with the United States and Mexico to this end.
DFAIT priority	Ongoing: 1.

Expected result	Canadian interests are integrated and coordinated on bilateral issues with the United States.
Strategy	• Elaborate a whole-of-government strategy for the Canada-United States border to facilitate movement of legitimate goods, people and services while improving security. • Provide intelligence, advice and strategic leadership on North American defence and security issues. • Provide a whole-of-government approach to strengthen Canada-United States institutions and agreements, such as the International Joint Commission and the Great Lakes Water Quality Agreement. • Strengthen the coordination of federal departments and agencies involved in Canada-United States relations, building on the Enhanced Representation Initiative.
DFAIT priority	Ongoing: 1.

Expected result	Policy planning consultations support Government of Canada and DFAIT priorities in the G8.
Strategy	• Increase Canada's influence with other governments through policy discussions with other foreign and trade ministries (including the G8), based on Canada's geographic and geopolitical interests; enhance understanding of and support for Canada's mission in Afghanistan; and advance Canada's global interests, particularly with respect to regional and international security issues.
DFAIT priority	Key: 1, 2, 3.

Expected result	Canada's policies on freedom and security, democracy, the rule of law, human rights and environmental stewardship are coordinated effectively.
Strategy	• Provide strategic direction to ensure that negotiations toward a post-2012 climate change regime advance Canada's interests and engage large emitters such as the United States, Brazil, China and India. • Develop strategies for defending human rights, including women's rights, internationally and enhancing the practical impact of the Human Rights Council. • Coordinate Canada's humanitarian affairs agenda, particularly the legal and physical protection of civilians in armed conflict. • Ensure that Canada's aid effectiveness agenda reflects a whole-of-government approach. • Promote balanced discussions among energy-producing and -consuming countries on issues relating to the environmental impact of energy production and consumption in international forums (e.g. the International Energy Forum, International Energy Agency, G8, APEC, and Asia-Pacific Partnership on Clean Development and Climate). • Influence global debates on government priorities, such as democracy, human rights, the rule of law, conflict prevention and public safety.
DFAIT priority	Ongoing: 3.

Expected result	Policies on global issues are developed for delivery in multilateral forums and institutions.
Strategy	• Prepare for a successful Francophonie Summit in 2008, which will demonstrate how the Organisation Internationale de la Francophonie (OIF) can advance democracy and human rights. • Develop Canada's agenda on major international security issues in the context of seeking a seat on the UN Security Council for 2011-2012. • Integrate the international dimensions of Canada's Arctic agenda through key bilateral partnerships and effective participation in the Arctic Council and other relevant international forums. • Advance Canada's new approach to democracy support, aimed at enhancing the effectiveness of international efforts to encourage democratization. • Lay the groundwork for a high-impact Canadian G8 presidency in 2010. • Support reform efforts to bolster the effectiveness of the UN and multilateral system. • Ensure Canadian foreign policy priorities and interests are reflected in the OECD's five-year review of the Paris Declaration on Aid. • Further Canadian policies on the centrality of good governance in key international development initiatives such as the Monterrey Consensus and the Paris Declaration. • Ensure that programs in the OECD and APEC reflect Canadian domestic and global economic priorities. • Expand advocacy and programming to counter corruption. • Pursue new arrangements and agreements to enhance aviation security. • Pursue new agreements to facilitate management of national security-related immigration cases. • Pursue nuclear cooperation agreements to facilitate nuclear commerce, while respecting international obligations.
DFAIT priority	Ongoing: 4.

Expected result	Canada's policies for priority bilateral and regional relationships are coordinated.
Strategy	• Coordinate a whole-of-government policy approach to China, Brazil, India, Latin America and the Caribbean, the Middle East and the European Union. • Develop an integrated, whole-of-government policy for Haiti, Pakistan and Burma. • Develop whole-of-government policy options for Canada's engagement in Sudan.
DFAIT priority	Ongoing: 1, 3; Key: 1, 2, 3.

Expected result	The government's priorities and international agenda are integrated in Canada's network of bilateral diplomatic missions.
Strategy	• Prepare, implement and evaluate comprehensive country strategies for each Canadian mission, aligned with government priorities and in consultation with partner departments.
DFAIT priority	Ongoing: 1, 2, 3, 4, 5, 6; Key: 1, 2, 3.

Expected result	DFAIT policy and decisions are informed by the interests and values of the provinces and territories.
Strategy	• Provide policy development, support and advice to senior management and missions with respect to the provinces' and territories' international interests and activities.
DFAIT priority	Ongoing: 2, 4; Key: 1, 2, 3.

Expected result	**A coordinated and effective international space policy.**
Strategy	• Effectively administer the Remote Sensing Space Systems Act and the operating licences issued under it in the face of increased international transactions. • Actively participate in multilateral bodies establishing international rules and guidelines related to bodies in outer space and the prevention of an arms race in outer space.
DFAIT priority	Ongoing: 1.

Expected result	**Strategic direction is provided on international education and youth mobility, advocacy and culture.**
Strategy	• Provide strategic direction and advice in the areas of international education, youth mobility and culture. • Provide strategic advice on enhancing advocacy of Canada's priorities abroad. • Gather intelligence and advance Canadian policy positions in international education and culture through cooperation with the Council of Ministers of Education Canada, other federal departments, the provinces, civil society and other stakeholders.
DFAIT priority	Key: 1, 2, 3.

FOREIGN AFFAIRS AND INTERNATIONAL TRADE POLICY AND PROGRAM DEVELOPMENT

This program sub-activity involves development of foreign and international trade policy and program options that advance Canadian interests. The expected results for 2008-2009 are as follows:

Expected result	**Policies and programs are developed for Canada's re-engagement in the Americas.**
Strategy	• Develop policies and programs to deliver Canada's re-engagement in the Americas, while ensuring alignment with key government policy priorities, including the Global Commerce Strategy. • Provide strategic direction to advance bilateral and trilateral dialogue and engagement with North American partners. • Provide policy support for free trade and other economic agreements with key partners in the region. • Coordinate programming to address drugs, crime and youth gangs in the region, as well as mitigation of natural disasters and reconstruction and stabilization of Haiti. • Develop programs to share and promote Canadian models of good governance and accountability in the region. • Develop sustainable, whole-of-government country strategies to engage priority countries in the region. • Implement the government's agenda on corporate social responsibility in the extractive sector, with particular reference to countries and indigenous communities in the Americas where Canada is a major mining investor.
DFAIT priority	Key: 2.

Expected result	Canadian economic interests are supported by appropriate international trade policies and programs.
Strategy	• Advance Canadian economic interests in international trade and investment through policy development, research and expert legal advice. • Further strengthen the North American trade policy regime. • Develop policy in support of strong bilateral and regional economic relationships with key partners in the Americas, with emerging economies such as China, India and South Korea, and with other international trade and investment markets. • Advocate on the benefits of a closer economic partnership with the European Union and contribute to the Canada-European Union study on the costs and benefits of such a partnership. • Work with other WTO member countries to conclude Doha Development Round. • Manage Canada's participation in existing WTO agreements to ensure that market access rights and rules are effectively upheld. • Provide policy advice and legal analysis to ensure that Canada's policies and practices are in accordance with Canada's trade obligations. • Increase Canadian commercial competitiveness through the review of investment and competition law and trade policies, while adhering to international obligations. • Conduct environmental assessments of trade and investment policy negotiations through interdepartmental coordination and consultation with provinces, territories, sectoral experts and the public.
DFAIT priority	Ongoing: 1, 2, 4; Key: 2, 3.

Expected result	Legal progress on Canadian initiatives related to security, international crime and terrorism threats is achieved.
Strategy	• Provide legal advice on anti-terrorism, international security and international crime issues within DFAIT and in coordination with federal partners. • Provide legal advice on Canada-United States security, law enforcement and defence initiatives, on transboundary environmental issues (e.g. Red River Valley), and on Canada's response to the United States Western Hemisphere Travel Initiative. • Provide legal support with respect to the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, the Inter-American Convention against Corruption, and the UN Convention against Corruption. • Provide policy and/or financial support to advance the Global Partnership Program—aimed at preventing terrorist groups from obtaining weapons and materials of mass destruction (WMD) to carry out their campaigns—the Proliferation Security Initiative (aimed at stopping shipments of WMD, their delivery systems and related materials) and the work of the international courts and tribunals. • Provide legal advice on the implementation by Canada of sanctions imposed by the United Nations Security Council against foreign states and non-state actors. • Advocate and communicate the Government of Canada's views on the protection of information for reasons of national security confidentiality in inquiries and related civil litigations.
DFAIT priority	Ongoing: 1.

Expected result	A more cohesive and coherent approach to investment, innovation and international financing support services to Canadian businesses.
Strategy	• Develop a trade services model to integrate the work of the department's regional offices, headquarters and the missions abroad. • Pilot a new sector-based approach, via a Life Sciences Cluster Pilot Project, to support Canadian companies in the global competition for supply contracts, partnerships, innovation opportunities and foreign investment attraction. • Build consensus with other federal government departments, the provinces, municipalities and private sector stakeholders on marketing and promoting the Asia-Pacific Gateway and Corridor Initiative. • Manage the Export Development Canada legislative review. • Ensure that International Trade portfolio agencies, federal government departments and the private sector are engaged in the development of new financing programs.
DFAIT priority	Ongoing: 1, 2, 6; Key: 2, 3, 4.

Expected result	Timely legal information, assistance and policies are provided on international agreements (treaties) and international legal issues.
Strategy	• Provide advice to the Government of Canada on its legal rights and obligations and on the rights and obligations of other states on issues in the field of international criminal law (such as extradition, mutual legal assistance. transfer of offenders and counterterrorism); international human rights and economic law (such as peace and security, defence and disarmament, human and children's rights, Aboriginal matters, heath, air and space claims, extraterritorial application of laws and competition law); ocean and environmental law (such as Arctic sovereignty, Law of the Sea, fisheries, offshore resources, maritime boundaries, Antarctic issues, climate change, management of waste and chemicals, transboundary pollution and water resources, trade and environment, biodiversity, desertification and biosafety); and on international trade and investment law (such as international trade rules governing trade in goods and services, trade remedies, intellectual property, product standards, food safety and government procurement). • Develop policy on the tabling in Parliament of treaties that the government is seeking to ratify. • Advise departments and agencies on the distinction between treaties and other international instruments that are not binding in public international law and on the treaty-making process. • Maintain the official government archive of originals of bilateral treaties and certified copies of multilateral treaties.
DFAIT priority	Ongoing: 3.

POLITICAL AND ECONOMIC INFORMATION ANALYSIS ON INTERNATIONAL ISSUES

This program sub-activity provides political and economic intelligence and analysis, identifies existing or emerging international issues and opportunities, and advises clients on their potential impact on Canadian interests and values. The expected results for 2008-2009 are as follows:

Expected result	Canada's key international priorities are aligned.
Strategy	• Provide strategic advice and research on key and emerging international issues via the Deputy Ministers' Committee on Global Affairs, Security and Human Rights. • Build common approaches to global issues across federal government departments.
DFAIT priority	Key: 1, 2, 3.

Expected result	**Increased reporting on countries of strategic security interest to Canada.**
Strategy	• Use the Global Security Reporting Program (GSRP) to increase the availability and timeliness of information on post-9/11 security and stability issues in line with government priorities, including Afghanistan, the Americas, and emerging/growing markets. • Improve headquarters program management and increase training opportunities for GSRP officers in the field.
DFAIT priority	Ongoing: 1.

Expected result	**Strategies to enhance international commercial opportunities for Canadian companies are developed with stakeholders.**
Strategy	• Implement a Canadian strategy to promote corporate social responsibility in the extractive sector in developing countries. • Develop a legally binding instrument re sustainable forest management to help secure international markets for Canadian forestry exports. • Undertake policy work in multilateral organizations that reflects Canadian priorities and supports Canadian public policy development, in particular on fiscal, regulatory, labour market, innovation, investment and trade policy issues. • Provide the government with high-quality and policy-relevant international economic analysis, including on energy issues. • Assess global sustainability and competitiveness issues and their long-term impact on the Canadian economy. • Contribute to development of an energy advocacy strategy to brand Canada as a leader in best practices for the development of oil sands reserves, energy research and development, advanced energy technologies, energy-efficient technologies, renewable energy and alternative energies.
DFAIT priority	Ongoing: 2.

Expected result	**Canada's international economic policies and programs are backed by high-quality economic research.**
Strategy	• Analyze impacts of prospective trade agreements, using computable general equilibrium models as well as other economic techniques. • Research global value chains to support implementation of the Global Commerce Strategy. • Research the Canada-United States relationship and analyze the impact of trade commissioner services globally to support commercial program development. • Research and produce *Canada's International Market Access Report*, an annual information tool on global market access issues. • Research, produce and distribute *Pocket Facts*, a quick reference for trade statistics used within and outside the government, and maintain a website on international trade data. • Research and produce the annual *State of Trade* publication, a report card on Canadian international trade and investment performance.
DFAIT priority	Ongoing: 1, 2; Key: 2, 3.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #1: International Policy Advice and Integration:

Risk Event	Current Risk Mitigation
Unanticipated External Policy Shifts	Intelligence from missions, Global Commerce Strategy.
Information for Decision Making and Reporting	InfoBank records management system, information management (IM) capacity assessment.
Alignment with Partners	Whole-of-government country strategies, Head of Mission (HOM) mandate letters, Deputy Ministers' Subcommittee on Representation Abroad.
Internal Dependencies	Corporate Secretariat, internal communications strategies.
Litigation, Treaty or Trade Disputes	Practices and methods of the Legal Bureau providing legal advice, Management Framework for International Trade Litigation.

4. Program Resources

Financial/human resources information:

Total Financial Resources

Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	140.0	125.2	124.8

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	1,001	985	985

Significant plans or performance issues with respect to human resources management capacity

- To become a strategic centre of expertise and lead in the formulation and coordination of Canada's international policies, the department is focusing its recruitment and learning capacities mainly on policy and issues analysis and policy integration. Further development is planned in strategic management and consultation, team management, oral and written communication, as well as analytical and networking skills and employee adaptability. Specialized competencies are required in security policy development, economic literacy, litigations and economic law as well as in areas such as nuclear issues, chemical weapons destruction and national biosafety.

Afghanistan

2.2.2 Program Activity #2: Diplomacy and Advocacy

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity engages and influences international players and delivers international programs and diplomacy. It allows Canada to implement its international policies with respect to foreign audiences inside and outside of Canada and thus fulfill the mandated roles and responsibilities that are associated with the diplomatic work of a foreign and international trade ministry.
- The ADMs of the Afghanistan Task Force, Americas Strategy, Strategic Policy and Planning, Bilateral Relations, North America, Trade Policy and Negotiations, International Security, Global Issues, and Investment, Innovation and Sectors, and the Chief of Protocol have overall responsibility for policy and program delivery through engagement with foreign governments and missions, as have Canada's Heads of Missions abroad.
- The ADMs of Bilateral Relations, North America and Global Operations develop the country strategies to guide Canada's missions abroad in their diplomatic and commercial engagement.
- Programs for conducting diplomacy in Canada for engaging representatives of foreign missions, stakeholders and opinion leaders are the responsibility of the ADMs of the Afghanistan Task Force, Americas Strategy, Strategic Policy and Planning, Bilateral Relations, Trade Policy and Negotiations, International Security, Global Issues, and Investment, Innovation and Sectors.
- The Chief of Protocol has responsibility for the diplomatic community in Canada. The Executive Council provides overall direction for the delivery of policy, programs and operations inside and outside of Canada. The Deputy Minister of Foreign Affairs chairs the Deputy Ministers' Committee on Global Affairs, Security and Human Rights and the DMs' Subcommittee on Representation Abroad.[7]
- The work is done by liaising with foreign governments and decision makers at all levels in other countries and by conducting advocacy on behalf of Canada's interests and values. It includes engaging opinion leaders in Canada, as well as provincial representatives in specific areas of interest to provinces, to advance Canada's international policy. Additionally, it uses strategic leadership activities, including public diplomacy, as vehicles to promote Canadian views on issues of concern to Canadians and uses discretionary grants and contribution programs to further Canada's interests abroad.
- The main target groups are foreign governments, both in Canada and abroad, foreign publics, other levels of government within Canada, opinion leaders in Canada, and key constituencies (e.g. security and defence-related communities) and legislators within other countries.

Program sub-activities

- Diplomacy Inside of Canada.
- Diplomacy Outside of Canada.
- International Operations and Programs.

Outcome

- Canada engages and influences the international community on foreign policy and international economic issues, in accordance with Canada's interests and values.

Performance measurement indicators

- Level of support for Canadian positions among international players both bilaterally and multilaterally.
- Number, range and breadth of strategic promotion and public diplomacy activities to promote Canadian views on important global issues.
- Number of outreach exchanges with the foreign diplomatic community in Canada on issues of interest to Canada.
- Demonstrated compliance with standards of treatment, according to established criteria.
- Level of ongoing engagement with other orders of government on international policy issues.
- Formal and informal consultation mechanism established.
- Engagement of the public and other stakeholders in e-discussions on DFAIT websites.

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[7] The work of these committees is discussed in greater detail under Program Activity #1: International Policy Advice and Integration.

- Level of progress in advancing negotiations on agreements and cooperative arrangements (e.g. bilateral, regional and multilateral trade and investment).
- Improvements in the scope of rights and obligations achieved through negotiations.
- Level of progress in maintaining and improving Canada's market access interests within a rules-based system.
- Level of progress in effectively managing trade and investment disputes, including consultations and formal dispute settlement procedures, as well as managing targeted advocacy efforts.
- Level of alignment of policies, programs and operations.
- Level of international recognition for Canadian participation in international organizations.
- Level of knowledge of Canada's interests and values among foreign publics, students and academics.
- Number of other government departments participating with DFAIT in coordination processes and mechanisms and contributing to government responses to international crises at the program and project level.

Context

The principal factors affecting this program activity are:

- The continued pre-eminence of the United States in world affairs and Canada's interest in maintaining an open, constructive and effective relationship with the U.S. on a range of diplomatic, military and economic issues.
- The growing importance of regional commercial centres, particularly China and India, that have significant economic and geopolitical implications for Canada and the international community.
- The intensifying pace of globalization, which is heightening the need for knowledge production, investment and innovation, and global value chains in order to meet global competition for trade and investment.
- Evolving security threats, such as terrorism, drug trafficking, cyber-crime, and the impact of failed and fragile states.
- The increasing profile of climate change and environmental issues on the international agenda.
- The complexity of maintaining and extending diplomatic influence in a world of multiple, shifting centres of power.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

DIPLOMACY INSIDE OF CANADA

This program sub-activity enables Canada to meet its international obligations in relation to the Vienna Convention on Diplomatic Relations and the Vienna Convention on Consular Relations. It allows Canada to engage foreign diplomats in Canada on key messages in relation to its interests and builds on the already established network with the diplomatic community and other levels of government within Canada. It identifies, facilitates and engages potential key partners, experts and decision makers who can have an impact on Canada's foreign and international economic policies. Diplomacy Inside of Canada comprises the following sub-sub-program activities: Protocol Services; Federal-Provincial-Territorial (FPT) Relations; and the Engagement of the Public and Stakeholders. The expected results for 2008-2009 are as follows:

Expected result	The diplomatic community in Canada and Canadian diplomatic interests abroad are protected.
Strategy	• Provide liaison between federal, provincial and municipal police forces with regard to criminal acts that could occur within the diplomatic community. • Liaise with the diplomatic community in Ottawa and across the country on security issues. • Inform the diplomatic community of Canada's policies on privileges and immunities. • Respond to requests for accreditation for foreign heads of missions and manage the accreditation process of all diplomatic and consular officers coming to Canada.
DFAIT priority	Ongoing: 3.

Expected result	High-quality protocol services are provided to the Governor General, the Prime Minister and ministers with international portfolios and to foreign dignitaries visiting Canada.
Strategy	• Organize and implement logistical aspects of visits abroad by the Governor General, the Prime Minister and international ministers, including high-level visits in connection with the 400th anniversary of Quebec City. • Provide protocol advice for visits by foreign dignitaries to Canada and for official events, such as the Canada-European Union (EU) and Caribbean Community (CARICOM) summits in Canada.
DFAIT priority	Ongoing: 6.

Expected result	Increased understanding and visibility of Canada's economic environment among foreign heads of missions and their governments.
Strategy	• Conduct two or three economic missions for foreign heads of missions in targeted Canadian cities and economic sectors, in partnership with provincial and municipal authorities. • Conduct the annual tour of the North, providing access to the northern economy and culture for some 20 foreign heads of missions and facilitating better understanding of a major issue of Canadian foreign policy (Arctic sovereignty).
DFAIT priority	Ongoing: 2.

Expected result	Provinces and territories are engaged on matters of foreign affairs and international trade.
Strategy	• Engage provinces and territories on matters of foreign affairs and international trade through FPT consultative mechanisms. • Engage private sector and provincial and territorial stakeholders in key economic initiatives.
DFAIT priority	Ongoing: 2, 4; Key: 1, 2, 3.

Expected result	Awareness of Canada's international policies and priorities is increased among key domestic and international stakeholders.
Strategy	• Implement a comprehensive communications plan, including creation of electronic information materials and speaking tours by Heads of Missions and departmental officials. • Pursue advocacy among government, non-government, regional and international partners in order to explain key Canadian foreign and international trade policies and priorities. • Implement the ADM Regional Champion Initiative to ensure senior-level outreach and engagement with Canadian public audiences and key stakeholders on key government and corporate priorities.
DFAIT priority	Key: 1, 2, 3.

Expected result	Canadians and other stakeholders are more informed and engaged in the implementation of Canada's international economic policies.
Strategy	• Conduct consultations to ensure regular and timely dialogue on international trade and investment issues between the department and stakeholders. • Participate in the Export Development Canada (EDC) legislative review, which includes nationwide consultations with business and civil society on the economic and foreign policy implications of EDC's trade and investment programs. • Advance Canada's economic interests through engagement in the aid and trade committees of the Organisation for Economic Cooperation and Development (OECD). • Encourage public participation in eDiscussions at universities and through video interviews.
DFAIT priority	Ongoing: 1, 2; Key: 2, 3.

DIPLOMACY OUTSIDE OF CANADA

This program sub-activity comprises Canada's diplomatic engagement and advocacy in shaping the international agenda in accordance with Canada's interests and values. It embraces the diplomatic work of Canada's missions abroad as well as the work of those involved in international negotiations. Diplomacy Outside of Canada comprises the following sub-sub-program activities: Bilateral Relations; Multilateral Diplomacy and Summitry; and Trade Negotiations and Dispute Settlement. The expected results for 2008-2009 are as follows:

Expected result	Improved stability and reconstruction in Afghanistan through promotion of democracy, human rights, the rule of law, conflict prevention and public safety.
Strategy	• Ensure better coordination by the UN Secretariat and by UN bodies in the international effort to stabilize and reconstruct Afghanistan. • Ensure that Canada's international human rights and humanitarian policy priorities and obligations are reflected in Canada's whole-of-government engagement in Afghanistan. • Ensure continued high-level engagement by the G8 on Afghanistan. • Ensure that the government's priorities on Afghanistan are reflected in future allocations of the International Assistance Envelope. • Advance global debates on issues relevant to Afghanistan, such as democracy, human rights, the rule of law, conflict prevention and public safety. • Provide legal advice in relation to the international Law of Armed Conflict, especially with respect to Afghan detainees and the status of forces in Afghanistan. • Provide legal support to strengthen the Afghan government's capacity to establish the rule of law, increase access to justice, and protect and promote human rights.
DFAIT priority	Key: 1.

Expected result	Canadians' safety and security are strengthened in Afghanistan and border regions.
Strategy	• Promote stability, security and reconstruction in Afghanistan and border regions, working with the United States, NATO/EU member states and regional bilateral partners. • Encourage increased burden sharing among NATO and International Security Assistance Force member states, and increase support for the mission among the public, media and decision makers in key states. • Improve border management capacity with Afghan and Pakistani officials. • Support security, stability, democracy, human rights and the rule of law in Pakistan.
DFAIT priority	Ongoing: 1, 3; Key: 1.

Expected result	Canada's Afghanistan policies and programs are delivered bilaterally and multilaterally.
Strategy	• Enhance engagement with key international partners and in multilateral and multinational forums, such as the UN, NATO, Regional Command (South), the G8 and the Joint Coordination Monitoring Board, to deliver on Canada's Afghanistan priorities. • Ensure a strong focus on Afghanistan in the G8 and lay the groundwork for a high-profile Afghanistan focus during Canada's G8 presidency in 2010. • Enhance coordination of allied efforts in Regional Command (South), particularly in areas such as security sector reform, border management and governance.
DFAIT priority	Key: 1.

Expected result	Canada's interests and relations with the United States are strengthened.
Strategy	• Establish effective relationships with the post-2008 U.S. administration, congressional leaders, new legislators and key governors in the United States. • Build alliances with U.S. stakeholders who support Canadian positions and rely on an efficient border. • Resolve bilateral irritants or disputes at the federal and state levels (e.g. Western Hemisphere Travel Initiative, Animal and Plant Health Inspection Service). • Seek U.S. government support for better management of bilateral export control issues, notably on the International Traffic in Arms Regulations (ITARs). • Promote closer cooperation in North America to advance Canadian interests on energy and the environment, notably through implementation of the Montebello Security and Prosperity Partnership (SPP) commitments. • Engage private sector and provincial stakeholders in key economic initiatives.
DFAIT priority	Ongoing: 1.

Expected result	Security, prosperity and good governance in Mexico are enhanced.
Strategy	• Enhance Canada-Mexico cooperation on regional and global policy issues, notably human rights, indigenous issues, disarmament, UN reform and environmental policy. • Enhance bilateral cooperation in labour mobility, the environment, forestry, human capital, education, research and S&T links through the 2007 Canada-Mexico Action Plan. • Advance cooperation in security, political-military relations and consular matters.[8] • Renew Canada-Mexico governance cooperation, focusing on Public Service integrity. • Pursue the bilateral security agenda through political-military talks, whole-of-government policy consultations, and the Canada-Mexico Security Working Group. • Revitalize the Canada-Mexico Partnership Working Group on Trade, Investment and Science & Technology.
DFAIT priority	Ongoing: 1.

Expected result	Canadian security and competitiveness are enhanced through a strengthened North American partnership.
Strategy	• Promote North American collaboration on key issues (e.g. avian and pandemic influenza, regulatory cooperation, intellectual property protection, cooperation in energy, science and technology, product import safety, emergency management and smart/secure borders). • Implement the Montebello Security and Prosperity Partnership (SPP) commitments. • Protect and enhance North American competitiveness, including through gateways and trade corridors and cost-effective cargo supply chains. • Strengthen North American cooperation in support of security and democracy in Haiti.
DFAIT priority	Ongoing: 1.

Expected result	High-level strategic partnerships in Latin American and Caribbean countries are developed and strengthened.
Strategy	• Facilitate an increase in high-level visits to and from Latin American and Caribbean countries and participation in key events in the region. • Develop deeper partnerships with selected countries in the region. • Maintain a sustained leadership role in the stabilization, reconstruction and long-term development of Haiti. • Enhance Canadian representation and capacity building in key countries in Latin America and the Caribbean.
DFAIT priority	Key: 2.

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[8] Consular issues pertaining to Mexico are discussed further in Section 2.3.2, Consular Affairs.

Expected result	The government's re-engagement in the Americas promotes and enhances economic prosperity, security and Canadian values of freedom, democracy, human rights and rule of law.
Strategy	*Enhanced economic prosperity* • Negotiate and implement free trade agreements as well as associated Environmental and Labour Cooperation agreements with Peru, Colombia, CARICOM and the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua). • Expand networks and deepen partnerships in the areas of scientific and technological research. • Conclude bilateral Youth Mobility Agreements and promote market-driven technical and vocational training. • Mobilize and reinforce Canadian business assets in Canada and the region. • Advance corporate social responsibility and promote best practices in the extractive sector. *Security* • Improve regional cooperation and mutual legal assistance in crime and drug prevention. • Promote justice and institution building initiatives to support the peace process in Colombia. • Enhance peace and security in Haiti by improving coordination and collaboration with key hemispheric partners. • Strengthen regional and national capacities to address health (HIV) issues and enhance natural disaster response capacity through the Pan-American Health Organization (PAHO). *Freedom, democracy, human rights and rule of law* • Establish mechanisms to share governance models and leverage best practices to address key economic, democratic and social issues in the region. • Help strengthen accountability and transparency of public institutions in the region. • Engage like-minded partners in the Americas on advancing democracy promotion and human rights. • Build leadership capacity in the Caribbean through technical assistance and knowledge sharing.
DFAIT priority	Ongoing: 1; Key: 2.

Expected result	The agendas of key regional institutions in the Americas reflect Canada's values and interests, including sustainable development.
Strategy	• Enhance Canada's presence and voice in multilateral regional forums such as the Organization of American States (OAS). • Leverage existing partnerships and actively pursue new leadership opportunities in multilateral forums, such as the Inter-American Development Bank, the OAS and the Caribbean Development Bank. • Support Peru as host of APEC 2008 to ensure an effective summit that delivers on key areas of interest to Canadians. • Promote sustainable energy security in the hemisphere through bilateral and multilateral forums. • Promote negotiation of a legally binding agreement on sustainable forest management amongst regional partners.
DFAIT priority	Ongoing: 4.

Expected result	Freedom and security, human rights, good governance, democracy and the rule of law are improved in other countries and regions of priority interest to Canada.
Strategy	*Middle East* • Contribute to the revived peace process by coordinating with the United States and the EU, providing stewardship of the Palestinian refugee issue, urging and assisting the Palestinians to pursue social, economic and security reforms, and providing electoral support. • Support democratic development, governance and human rights in the broader Middle East and North Africa, as well as stability and governance in Iraq, Iran and Lebanon. • Work with international and regional partners, including the United States and the EU, on

	non-proliferation, disarmament, and counterterrorism activities. *Asia* • Make the Canada-China bilateral dialogue and advocacy on human rights a more effective, results-based mechanism. • Position Canada as an interlocutor with China on global and multilateral issues, including in Africa and in Latin America and the Caribbean. • Work with India to promote shared democratic values. • Support governance, human rights and the rule of law in Burma. • Exercise Canadian leadership in the Association of Southeast Asian Nations (ASEAN) on counterterrorism, health, security, pluralism, gender equity and sustainable development. *Africa* • Contribute to international responses in Sudan, Democratic Republic of Congo and Great Lakes region, northern Uganda, Zimbabwe and Somalia, including through support for African peacekeeping. • Promote implementation by African leaders and governments of the principles of the New Partnership for Africa's Development (NEPAD). *Europe* • Promote democracy, good governance and human rights in Russia, Ukraine, Belarus and the western Balkans. • Pursue efforts with the EU to foster democratic governance internationally and exchange best practices in relation to pluralism and integration. • Pursue anti-crime and counterterrorism cooperation and information sharing with EU member states' law enforcement, intelligence and public safety agencies.
DFAIT priority	Ongoing: 1, 3, 4. Key: 2, 3.

Expected result	**Improved ability to combat terrorism and international crime.**
Strategy	• Improve the international record for signature and ratification of key international counterterrorism and international crime instruments. • Lead efforts to implement UN conventions and protocols on transnational organized crime and corruption. • Deliver the Counter-Terrorism Capacity Building Program to provide counterterrorism capacity-building assistance to key partner developing states. • Deliver the international aspects of the new National Anti-Drug Strategy through increased advocacy and ongoing public safety programming internationally.
DFAIT priority	Ongoing: 3.

Expected result	**Canada's interests and values are advanced in multilateral forums.**
Strategy	• Advance democracy and human rights at the 2008 Francophonie Summit. • Seek international support for Canada's position that large, newly emerging economies such as China and India take on verifiable targets for reducing greenhouse gas emissions under a post-2012 climate change agreement. • Pursue multilateral negotiations on non-proliferation, peaceful uses of nuclear technology and disarmament. • Address the evolving international security agenda through Canadian leadership in multilateral defence and security forums. • Advance issues and initiatives in the G8 to promote Canadian peace and security priorities. • Support the capability of NATO, the OSCE, and the UN and its agencies to deliver on key security, defence, crisis management, arms control and disarmament issues. • Engage major emerging markets on priority issues in multilateral institutions and processes (e.g. G8, OECD, international financial institutions, regional development banks). • Work with the new Secretary-General of the Commonwealth to advance Canadian priorities.
DFAIT priority	Ongoing: 3, 4.

Expected result	Phased implementation of the Global Commerce Strategy is managed effectively.
Strategy	• Implement the Global Commerce Strategy by boosting Canadian participation in global investment and innovation networks; deepening Canadian access to global markets and networks; and better connecting Canadian companies to global opportunities. • Ensure efficient movement of goods, services, capital and travellers across the Canada-United States border by enhancing the North American commercial relationship. • Leverage Canada's negotiating position by highlighting Canadian and North American advantages, such as a knowledge-based economy, competitive fiscal policy framework and program incentives, infrastructure facilities (e.g. the Asia-Pacific Gateway and Corridor as the best transportation network) and the North American investment and innovation networks.
DFAIT priority	Ongoing: 1, 2; Key: 2, 3.

Expected result	The North American trade relationship is strengthened.
Strategy	• Manage the Softwood Lumber Agreement to maintain a stable relationship with the United States and a predictable environment for exporters. • Seek to remove existing trade impediments within the NAFTA and foster the freer flow of goods, capital and services in North America. • Work with NAFTA countries to collaborate on trade initiatives with other countries. • Further liberalize the NAFTA rules of origin. • Ensure effective management of the NAFTA Chapter 19 dispute resolution system and Chapter 11 investment cases. • Pursue labour mobility related issues with Mexico. • Implement the Regulatory Cooperation Framework endorsed by Canada, the United States and Mexico at the 2007 Montebello Summit.
DFAIT priority	Ongoing: 1, 2; Key: 2.

Expected result	Multilateral trade policy objectives are pursued effectively.
Strategy	• Seek successful conclusion of the WTO Doha Round of multilateral trade negotiations. • Advance international trade and investment policy objectives at various multilateral and regional forums (e.g. WTO, OECD, APEC, G8). • Use the WTO accession negotiations to advance Canadian trade interests and the rule of law in acceding countries such as Russia, Kazakhstan and Algeria. • Use the WTO to monitor implementation of obligations under various agreements, review members' trade policies and practices, and participate in the dispute settlement system.
DFAIT priority	Ongoing: 2, 4; Key: 2, 3.

Expected result	Market access and promotion and protection of Canadian trade and investment are improved.
Strategy	• Seek progress in foreign investment promotion and protection agreement (FIPA) negotiations with China, Vietnam, Indonesia, Mongolia and Kuwait. • Engage Russia in negotiations to upgrade the existing FIPA. • Negotiate investment protection with countries in Southeast Asia, Africa, South America, Central Asia and the Caribbean. • Conclude and implement free trade agreements with Peru, Colombia, South Korea and, possibly, Singapore and the Central America Four (El Salvador, Guatemala, Honduras and Nicaragua). • Negotiate new air transport agreements and expand existing bilateral air agreements, focusing on markets in the Asia Pacific, Latin America and Europe. • Deepen regulatory cooperation with the European Union, within NAFTA, and with Japan.
DFAIT priority	Ongoing: 2; Key: 3.

Expected result	**Canadian negotiating positions are advanced through legal advice and advocacy.**
Strategy	• Provide legal advice and advocacy on trade and investment agreements and negotiations (e.g. WTO rulings, WTO Doha Development Agenda negotiations, free trade and FIPA negotiations, NAFTA tribunals and rulings).
DFAIT priority	Ongoing: 2.

INTERNATIONAL OPERATIONS AND PROGRAMS

This program sub-activity manages and delivers specific international programs that further Canada's foreign and international trade policy objectives and interests abroad. This program sub-activity also supports the work carried out under the rubric of Diplomacy Outside of Canada. International Operations and Programs comprise the following sub-sub-program activities: International Operations and Memberships; Strategic, Cultural and Educational Promotion; Stabilization and Reconstruction Task Force; Global Partnership Program; Counter-Terrorism Capacity Building Program; and International Anti-Crime and Drug Programs.

Expected result	**The ability to combat terrorism and international crime is improved.**
Strategy	• Promote signature and ratification of key international counterterrorism and international crime instruments. • Lead efforts to implement UN conventions and protocols on transnational organized crime and corruption. • Deliver the Counter-Terrorism Capacity Building Program in providing assistance to key partner developing states. • Deliver the international aspects of the new National Anti-Drug Strategy through increased advocacy and public safety programming.
DFAIT priority	Ongoing: 3.

Expected result	**Canada's interests and influence are advanced through targeted public diplomacy and advocacy programs.**
Strategy	• Promote partnerships, cooperation, knowledge transfer and understanding via a new Canadian Studies program ("Understanding Canada") and a new approach to scholarships (e.g. student exchange programs and postdoctoral research fellowships). • In the lead-up to the 2010 Olympics in Beijing, use public diplomacy and advocacy programming at the BC-Canada Pavilion to showcase Canadian culture, values, expertise and innovation. • Ensure coordination among provincial and federal stakeholders (such as the Canada Council and Canadian Heritage) as well as Canada's missions abroad and international networks in education and cultural activities.
DFAIT priority	Key: 2, 3.

Expected result	**Canada's peace and security-related programming is implemented.**
Strategy	• Effectively use the Stabilization and Reconstruction Task Force (START) to support Canada's priorities in Afghanistan, such as rule of law (policing, corrections and justice); good governance; human rights; Pakistan-Afghanistan cooperation, with an emphasis on border management; mine action; and controlling small arms and light weapons. • Manage delivery of resources to enhance Afghan capacity to identify and interdict terrorist activities and to support Afghan national counter-narcotics strategies and regional efforts. • Contribute to security system reform in Haiti to re-establish the rule of law. • Provide infrastructure and deployment of police officers and correctional officers to the United Nations Stabilization Mission in Haiti (MINUSTAH). • Build Haitian capacity to manage borders and migration by providing legislative technical

	assistance, infrastructure, training and equipment. • Support the Haitian National Commission for Disarmament, Dismantlement and Reintegration to reduce violence at the community level. • Support conflict prevention, peacebuilding, and security initiatives and priorities in Colombia. • Enhance the Counter-Terrorism Capacity Building Program in targeted Caribbean and Latin American states. • Improve operational capacity to respond rapidly to natural and human-made crises. • Use the Global Peace and Security Fund to support conflict prevention, crisis response, post-conflict peacebuilding, civilian protection and stabilization activities where Canadian interests are implicated (e.g. Afghanistan, Haiti, Sudan).
DFAIT priority	Ongoing: 3; Key: 1, 2.

Expected result	Reduced threats to Canada arising from weapons and materials of mass destruction and unemployed weapons scientists.
Strategy	• Implement Canada's G8 commitments through the Global Partnership Program to reduce threats through chemical weapons destruction; nuclear-powered submarine dismantlement; nuclear and radiological security; redirection of former weapons scientists; and biological non-proliferation.
DFAIT priority	Ongoing: 1.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #2: Diplomacy and Advocacy:

Risk Event	Current Risk Mitigation
Process and Control Compliance	Carefully addressing, monitoring and reporting on the risks indicated in the risk-based management and accountability framework/risk-based audit framework (RMAF/RBAF) for each program.
External Communication	Communications Bureau risk policies.
Litigation, Treaty or Trade Disputes	Practices and methods of the Legal Bureau providing legal advice, Management Framework for International Trade Litigation.

4. Significant findings from internal or external audits/evaluations

- Follow-up to the May 2006 audit of the Global Partnership Program found that the department has made significant progress in implementing the audit recommendations. There were positive findings in the assessments of recipients of program funding, and the management control framework was found to be operating effectively and efficiently.
- The external formative evaluation of the Global Partnership Program in 2006 concluded that the program remains relevant to Canada's commitments to increased security. The 2007 summative evaluation confirmed the continuing relevance of the program and assessed the results as successful and consistent with the intended outcomes of a reduced threat from the proliferation of weapons of mass destruction in Russia and the former Soviet Union states.

5. Program Resources

Financial/human resources information:

Total Financial Resources

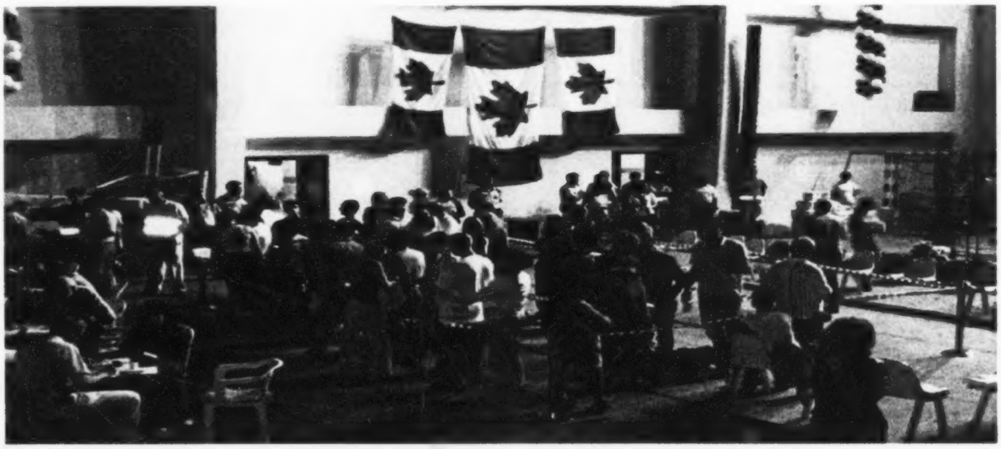
Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	**1,068.1**	1,043.2	981.3

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	**1,849**	1,849	1,758

Significant plans or performance issues with respect to human resources management capacity:

- To promote Canada's domestic interests internationally and to engage international players, the department is planning to develop workforce capacity in negotiation, bilingualism and foreign language skills, as well as in oral and written communications skills, networking, process management and leadership skills.



Lebanon evacuation, 2006

2.3 Strategic Outcome #2: International Services for Canadians

The Department's Program Activities Related to International Services for Canadians

Strategic outcome #2 deals with managing and delivering international services and advice to Canadians and Canadian businesses. The department has three program activities, focused on the areas of international commerce, consular services and passport services.

Summary of 2008-2009 Plans and Priorities Related to International Services for Canadians

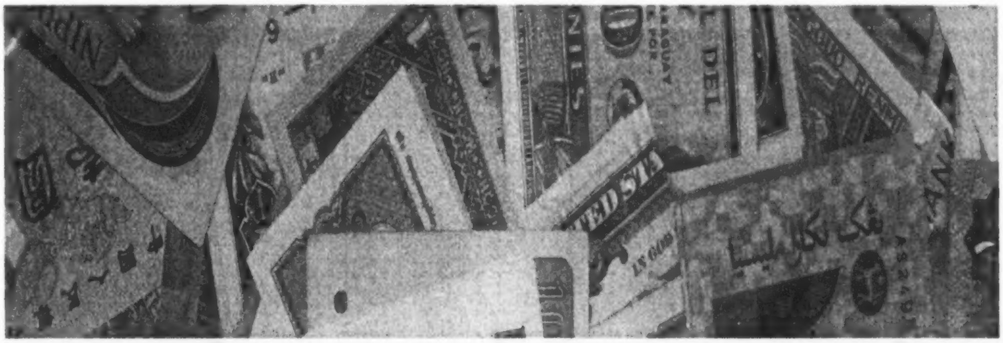
In the area of international commerce, the department is committed to improving its services and advice to Canadians and Canadian business over the next year through expansion of existing services, better service coordination, smarter use of technology and improved processes.

Implementation of the Global Commerce Strategy will permit the expansion of the department's regional offices in Canada and new offices in priority markets elsewhere in the world. The department will improve key electronic service platforms and integrate more effectively its worldwide commerce network.

On consular matters, the department will use its newly formed Consular Affairs Branch to improve services and strengthen operational and emergency response capacity.

Passport Canada will simplify the passport application process, improve processing, and expand the network and services provided to Canadians for their travel documentation.

The department's External Services Board provides strategic oversight of all services delivered to external clients—commercial, consular and passport. The board supports the work carried out under program activities #3, #4 and #5.



2.3.1 Program Activity #3: International Commerce

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity manages and delivers commerce services and advice to Canadian business. It helps Canadian business to succeed in international markets by providing advice and managing and delivering value-added services to Canadian businesses that are pursuing international business opportunities.
- This work is conducted through support to qualified business clients.
- Four Assistant Deputy Ministers are accountable for the International Commerce program activity: the ADM North America, the ADM Global Operations, the ADM Investment, Innovation and Sectors, and the ADM Trade Policy and Negotiations.
- The main target groups are Canadian business clients who are currently operating abroad or who have demonstrated a capacity to do so.

Program sub-activities

- International Business Services Network: Provide advice, assistance and support worldwide to Canadian business efforts in trade, investment, and science and technology flows.
- Investment, Innovation and Sectors: Advise, fund and coordinate activities with domestic stakeholders on investment promotion, innovation, financing and contracting capabilities, and on Canadian sectoral capability to attract foreign direct investment and support Canadian business in foreign markets.
- Export/Import Permits: Authorize, under the discretion of the Minister of Foreign Affairs, the import and export of goods restricted by quotas and/or tariffs, monitor the trade in certain goods, and ensure public security by restricting trade in dangerous goods and materials.

Outcome

- Canadian business clients successfully exploit business opportunities abroad in trade, investment, science and technology commercialization, global value chains and other modern business models; and the overseas commercial interests and priorities of partner departments and provinces are supported.

Performance measurement indicators

- Increase in the number of new or active Canadian business clients in new or established markets.
- Increase in the number of successful Canadian business clients that credit the Trade Commissioner Service with their success.
- Client satisfaction with the timeliness and quality of services, products and events. Services and service standards are published on the Trade Commissioner Service website at www.infoexport.gc.ca/ie-en/Help.jsp.
- Increase in the number and value of foreign direct investments to Canada to which DFAIT contributed.
- Number and quality of investment prospects identified and disseminated to the provinces and territories.
- Improved perceptions of Canadian capabilities and advantages among foreign investors and influencers.
- Number, nature and scope of science and technology (S&T) partnering opportunities identified and realized between Canada and S&T priority partner countries.
- Level of Canadian business compliance with Export and Import Permits Act regulations.

Context

The principal factors affecting the program activity are:

- *Importance of international trade:* Canada's prosperity is a product of many distinct Canadian advantages, including openness to international trade and investment. One in five Canadian jobs is directly linked to international trade. International trade provides global markets for Canadian goods and services as well as providing competitive industrial inputs, new technologies, and the financial and human capital needed to fuel continuing growth and prosperity.
- *Government's commitment to bolstering international trade:* The Speech from the Throne in October 2007 renewed the government's commitment to bolstering international trade and investment. The government's economic blueprint, *Advantage Canada,* endorsed the department's Global Commerce Strategy, which aims at boosting Canadian participation in global investment and innovation networks by building on Canada's North American advantage; deepening Canadian access to global markets and networks through renewed international negotiations; and better connecting Canadian companies to global opportunities for goods, services, technology and capital.
- *Increasing global competition:* Canada's prosperity is heavily dependent on openness to international trade and investment. Countries such as China, India, Brazil and Russia have emerged as important centres of commercial opportunity, as well as being formidable competitors. International business operations are globally dispersed and rely increasingly on participation in multi-country, multi-partner, continuously evolving commercial networks. The recent dramatic increase in the value of the Canadian dollar places pressure on Canadian exporters to become more competitive. Canadian industry lags behind other advanced economies in the development and commercialization of technological innovations and in machinery and equipment purchases. It needs to seize more opportunities to participate in global value chains. Canada's commercial presence in emerging markets in Asia remains small compared with that of its main competitors (e.g. the United States, Australia and the major EU member states). As a result of the slow progress in the WTO Doha Development Round of negotiations, countries such as the United States and Australia and regional trading blocs such as the European Union are actively pursuing bilateral strategies to boost their global competitiveness for market share, investment, technology, ideas and people.
- *North American competitiveness:* Canada, as the largest commercial partner of the United States, remains committed to NAFTA and to the Security and Prosperity Partnership, which are the cornerstones for strengthening North American competitiveness. With the full implementation of the Asia-Pacific Gateway and Corridor initiative, Canada and the entire North American region will benefit from the gains of expanded international trade with the emerging economies of the Asia-Pacific region.
- *Global value chains and client service requirements:* Canadian companies benefit from the department's advice and support of their participation in global value chain opportunities, which have become central to the way international business is conducted. The department's Internet-based client interaction and electronic platforms are an indispensable asset in delivering valued services to Canadian businesses abroad as they establish operations, connect with global innovation networks, find joint venture partners, license technologies and attract talent and capital.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

INTERNATIONAL BUSINESS SERVICE NETWORK

This program sub-activity comprises a network of nearly 1,000 trade commissioners located in 144 cities worldwide, in 12 regional offices across Canada and at Ottawa headquarters to provide advice, assistance and support to Canadian business efforts worldwide in trade, investment, and science and technology flows. The services for Canadian clients include information on market prospects, key contacts, market intelligence, visit assistance and troubleshooting. Specific sub-sub-program activities include the Integrated Domestic and Worldwide Commerce Network, Global Market Initiatives and e-Services. The major expected results for 2008-2009 are as follows:

Expected result	**Canadians are better connected to global commercial opportunities.**
Strategy	• Expand Canada's global commerce network in China, India and the Americas (particularly Brazil and the Andean region) to meet growing business demands and opportunities. • Establish new trade offices in China, India, Brazil and Mongolia. • Ensure that Canadians can participate in global market opportunities by implementing country and regional market plans associated with the Global Commerce Strategy. • Address Canadian objectives relating to international corporate social responsibility (CSR), including improving capacity to intervene effectively on CSR issues; creation of a public-private CSR centre; and engagement on CSR issues with Canadian industry and Canadian and international organizations. • Develop, jointly with Export Development Canada and the Canadian Commercial Corporation, support for Canadian industry on overseas, government-to-government infrastructure projects. • Identify opportunities in North America for Canadian first-time exporters, including small and medium-sized enterprises.
DFAIT priority	Key: 2, 3, 4.

Expected result	**Canada's domestic and worldwide commerce network is integrated.**
Strategy	• Complete the integration of domestic regional offices into Canada's worldwide commerce network. • Add four regional offices in areas with high demand for international commerce services. • Provide support that integrates the trade, investment and innovation interests of business. • Support Canadian industry's participation in global value chains.
DFAIT priority	Ongoing: 5.

Expected result	**Canada's operations, business services and performance management commerce network are supported.**
Strategy	• Improve key electronic platforms and other systems essential to deliver services to Canadian business clients. • Upgrade and enhance the Virtual Trade Commissioner (VTC) and the TRIO client relationship management system to better serve the Canadian business community worldwide. • Incorporate an online client survey capability to provide client feedback on the department's services. • Ensure more efficient business support services by reviewing and updating information and management systems (e.g. the intranet site Horizons). • Ensure governance and accountability consistent with Government of Canada expectations in the renewal of the $6 million Client Service Fund.
DFAIT priority	Ongoing: 5.

Expected result	Timely and accurate trade policy advice is provided to Canadian businesses and other stakeholders.
Strategy	• Improve market access for Canadian businesses and other stakeholders and promote international trade and investment within North America and around the world. • Assist Canadian traders in responding to challenges under international law in Canada and other countries.
DFAIT priority	Ongoing: 2, 5; Key: 2, 3.

INVESTMENT, INNOVATION AND SECTORS

This program sub-activity provides expertise and advice on investment promotion, innovation and Canadian sectoral capabilities to attract foreign direct investment and support Canadian business in foreign markets. It also develops and maintains relationships with other orders of government, Canadian business and the scientific community to promote Canada's international commercial, investment and scientific interests and informs priority setting by senior management. It includes coordination with Export Development Canada and the Canadian Commercial Corporation to ensure that Canadian companies have the necessary financial and contracting capabilities to compete on a level playing field with international competitors. Specific sub-sub-program activities include International Investment Programs; International Science and Technology Programs; Sector Services; and Portfolio Coherence and the Canada Account. The expected results for 2008-2009 are as follows:

Expected result	Canada's employment, productivity and international competitiveness are improved through expanded foreign direct investment (FDI).
Strategy	• Improve Canada's investment climate through FDI policy advocacy. • Implement proactive investment promotion and systematic targeting of key companies in priority sectors where Canada has a competitive advantage. • Collaborate with partners to provide aftercare services to key investors. • Support capacity building among partners through training, knowledge management and the Community Investment Support Program.
DFAIT priority	Ongoing: 2; Key: 2, 3, 4.

Expected result	Canadian business competes successfully for global opportunities.
Strategy	• Link specific business opportunities identified by missions abroad with Canadian companies capable and interested in pursuing the leads. • Develop and coordinate with Export Development Canada and the Canadian Commercial Corporation new international financing facilities to address the needs of small and medium-sized Canadian businesses, including support for outward investment and infrastructure opportunities.
DFAIT priority	Ongoing: 1, 2.

Expected result	Canada is successfully promoted as a globally competitive business location and partner for investment and innovation.
Strategy	• Market and promote Canada's Asia-Pacific Gateway and Corridor internationally. • Raise Canada's visibility as a dynamic and competitive investment location by producing and distributing sector-specific marketing tools and products; engaging "investment champions" to promote Canada's sector advantages to foreign investors; and leveraging signature events, including the 2010 Olympics.
DFAIT priority	Ongoing: 1, 2; Key: 2, 3.

Expected result	Canadian-based firms have access to international S&T.
Strategy	• Implement a Global Innovation Strategy to provide tools, services and support to Canadian-based firms to enhance access to international innovation-driven collaboration.
DFAIT priority	Ongoing: 5.

EXPORT/IMPORT PERMITS

This program sub-activity ensures that trade in restricted sectors is conducted in accordance with the Export and Import Permits Act to ensure the security of Canadians. The expected results for 2008-2009 are as follows:

Expected result	Canada's export controls achieve a successful balance between international security and economic prosperity.
Strategy	• Improve the export and import permit software to enhance client service. • Process export permit applications to ensure timely, competitive and fair market access for Canadian exporters while fully respecting Canadian foreign policy priorities, international commitments and obligations (e.g. United Nations trade sanctions). • Use multilateral export control regimes to advance Canadian interests concerning export controls on military goods, strategic dual-use goods, biological, chemical and nuclear goods, as well as missile technology and weapons of mass destruction. • Increase bilateral and trilateral cooperation and raise the profile of the "North American platform" as a common competitive advantage in global commerce.
DFAIT priority	Ongoing: 1, 4, 5; Key: 2.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #3: International Commerce:

Risk Event	Current Risk Mitigation
Economic Conditions	Implement Global Commerce Strategy: maximize opportunities in emerging markets so as to diversify market risk.
Litigation, Treaty and Trade Disputes	Practices and methods of the Legal Bureau providing legal advice, Management Framework for International Trade Litigation.

4. Significant Findings from Internal or External Audits/Evaluations

Studies conducted by the Organisation for Economic Cooperation and Development and Asia-Pacific Economic Cooperation forum suggest that government's role is crucial to help small and medium-sized enterprises (SMEs) overcome trade barriers. This program activity is especially relevant as the Canadian economy is heavily dependent on SMEs.

5. Program Resources

Financial/human resources information:

Total Financial Resources

Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	332.1	296.4	247.2

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	1,832	1,842	1,838

Significant plans or performance issues with respect to human resources management capacity:

- To facilitate this program activity, the department will increase workforce skills in marketing, client sensitivity, negotiation and client focus. Promoting change management, interpersonal and leadership skills will also benefit this program activity. Specialized competencies are required in economic literacy, commercial litigation, international economic law, and science and technology to address particular competency gaps.

Lebanon evacuation, 2006

2.3.2 Program Activity #4: Consular Affairs

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity manages and delivers consular services and advice to Canadians.
- The ADM of Consular Affairs has overall responsibility for consular policy and programs as well as for consular operations at headquarters. The ADMs of Bilateral Relations Branch and North America Branch are accountable for consular services provided at missions. Consular Affairs issues are discussed and decisions made at the department's Executive Council.
- This work is done through consular agents and officers at missions abroad and through the department's website www.voyage.gc.ca.
- The main target groups are Canadians outside of Canada or Canadians planning to travel or live abroad.
- Consular services are delivered through a network of over 260 points of service in approximately 150 countries. Over 100 of these points of service are headed by honorary consuls.

Program sub-activities

- Consular Services in Canada (Headquarters-Provided Services): Services provided by headquarters include promotion of safe travel, distress case management, emergency services and consular point of service coordination.
- Consular Services Outside of Canada (Mission-Provided Services): Services provided by missions abroad include consular assistance for Canadians in distress abroad and routine services for Canadians abroad.

Outputs

- Points of service worldwide.
- Updated travel reports and website.
- Production and distribution of updated consular publications and fact sheets.
- Availability of emergency services 24/7 through the department's Operations Centre.
- Improved ability to prepare for and respond to consular emergencies.

Outcomes

- Canadians are aware of how to travel safely. Those who need routine or emergency assistance abroad receive satisfactory assistance.
- Service standards related to consular and routine services are located at www.voyage.gc.ca/main/about/service_standards-en.asp.

Performance measurement indicators

- The percentage of Canadian travellers surveyed who (unprompted) list consular communications tools as their preferred source for safety and security information on unknown destinations.
- The percentage of Canadian travellers surveyed who would contact a mission if they found themselves in trouble in a foreign country.
- The percentage of overall client satisfaction.
- The percentage of clients reporting that services met their expectations.
- The number of visits to the Consular website.
- The percentage of mission contingency plans updated.
- The percentage of passport, citizenship and prisoner cases where service standards are met.

Context

The principal factors affecting this program activity are:

- *Significant growth in demand for services:* Demand for consular services has tripled in the past 10 years, with most of the increase having taken place since 2003. Demand for services is likely to increase in line with the continuous expansion of Canadian direct investment abroad, which totalled $523 million in 2006. According to Statistics Canada, Canadians made over 40 million trips outside Canada in 2006, the last full year for which statistics are available. Some 2.7 million Canadians are living abroad for an extended period at any given time. In terms of service delivery, while the number of distress cases has ranged between 5,700 and 6,000 annually from 2002-2003 to 2006-2007, the total volume of consular assistance cases (excluding Registration of Canadians Abroad) has grown from 35,680 in 2002-2003 to 44,068 in 2006-2007. Finally, the number of Canadians registering with missions abroad has grown from 31,865 in 2002-2003 to 56,845 in 2006-2007, illustrating the growth in both awareness of consular services and the number of Canadians travelling and living abroad. While figures for 2007-2008 are not yet available, partial reporting indicates that growth is continuing at the same rate. There is no evidence to suggest a decrease in the growth in demand for consular services.
- *Increasing number of natural disasters involving Canadians abroad:* Over the past decade there have been 318 natural disasters abroad where a Canadian consular response has been required—an unprecedented number. Each of these, but particularly those affecting large numbers of Canadians, has stretched consular response capacity both at home and abroad. The department therefore needs to be better prepared, on an ongoing basis, to handle consular crises.
- *Increasing demand for passport services at missions:* In 2006-2007, 146,951 Canadian passports were issued at missions worldwide, representing an increase of 12% from 2005-2006. In the United States, implementation of the Western Hemisphere Travel Initiative has resulted in a sharp increase in demand for Canadian passports, significantly impacting missions in the United States.
- *Increasing number of complex cases:* The number of complex cases related to dual nationals and to family welfare and child abduction has increased due to the growing number of Canadians with dual nationalities and with continuing ties to their countries of origin.
- *Reporting obligations:* There is an increasing need for the department to respond to commissions of inquiry, to questions in Parliament and to civil litigation cases.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

CONSULAR SERVICES IN CANADA (HEADQUARTERS-PROVIDED SERVICES)

This program sub-activity guides and supports the consular services and advice provided to Canadians outside of Canada and provides consular services from Canada. Specific sub-sub-program activities include: Safe Travel Promotion; Distress Case Management; Emergency Services; and Consular Point of Service Coordination. The expected results for 2008-2009 are as follows:

Expected result	**Canadians are better informed and well prepared to travel safely and responsibly.**
Strategy	• Update the Travel Information Program every six months to ensure that travel information on the website stays current and accessible. • Increase print runs of key consular publications, including *Bon Voyage, But...*, to meet increasing demand. • Expand distribution of departmental publications (e.g. through Passport Canada, members of Parliament, Service Canada outlets). • Increase reach of advertising and outreach through all media. • Improve and upgrade the departmental website. • Increase stakeholder consultation through the creation of a Consular Advisory Board.
DFAIT priority	Ongoing: 5.

Expected result	**Canadians and Canadian interests are protected during times of crisis.**
Strategy	• Create a rapid deployment team and additional emergency capacity to respond to large-scale crises (natural and man-made) affecting Canadians abroad. • Establish an Emergency Management Office within DFAIT during crises to ensure that headquarters and missions are equipped and prepared to respond to emergencies and support the government's emergency response management. • Create a civilian capacity within the federal government to reinforce consular and emergency response in the Operations Centre and abroad. • Create a state-of-the-art Operations Centre to improve the department's infrastructure for the management of crises.
DFAIT priority	Ongoing: 5.

Expected result	**Canadians in Canada have improved access to consular services.**
Strategy	• Increase the number of staff providing consular services at headquarters. • Develop a clear "path of escalation" for passport-related issues originating abroad. • Use the Canada-Mexico rapid response consular mechanism to ensure timely action on difficult and high-profile consular cases in Mexico.
DFAIT priority	Ongoing: 5, 6.

CONSULAR SERVICES OUTSIDE OF CANADA (MISSION-PROVIDED SERVICES)

This program sub-activity delivers consular services and advice to Canadians outside of Canada. It exists because Canadians travel, work, live and die outside of Canada. Specific sub-sub-program activities include: Consular Assistance for Canadians in Distress Abroad and Routine Services for Canadians Abroad. The expected results for 2008-2009 are as follows:

Expected result	**Canadians abroad receive increased access to consular services abroad.**
Strategy	• Increase the number of staff providing consular services at Canadian missions abroad. • Increase the number of honorary consuls in key travel destinations, specifically where there is currently no consular point of service. • Explore the creation of regional consular and emergency response "hubs" at missions abroad.
DFAIT priority	Ongoing: 5.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #4: Consular Affairs:

Risk Event	Current Risk Mitigation
Increasing Instability	Up-to-date website, travel reports, duty manuals, Registration of Canadians Abroad (ROCA) and statistics on numbers of Canadians travelling and services performed at each mission.
Hostile Actions	Robust consular contingency plans and warden networks.
Catastrophic Disasters	Standard operating procedures to manage the response to catastrophic natural disasters; ongoing training; use of a crisis module and crisis centre roster and 24/7 consular Operations Centre.

4. Significant Findings from Internal or External Audits/Evaluations

- An internal evaluation of Consular Affairs in 2004 concluded that program resources were insufficient. The 2004 evaluation found that the consular program is a leader in the field because in the majority of cases distressed Canadians abroad were served properly. Investment in technology helped to facilitate the work and efficiency of consular workers.
- In 2006-2007, the consular website won a Government On-Line and Service Improvement Initiative award. The website features updated travel reports, official warnings and current issues. In addition, three million consular publications were distributed.

5. Program Resources

Financial/human resources information:

Total Financial Resources

Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	**46.4**	41.4	41.5

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	496	496	496

Significant plans or performance issues with respect to human resources management capacity:

- To provide Canadians with assistance, guidance, services and advice related to consular needs in the current international environment, the department is planning to increase its capacity, primarily in crisis management, client services and client sensitivity. Developments in planning and coordination of strategic events and consultation management are also relevant to this program activity.

2.3.3 Program Activity #5: Passport Canada

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity manages and delivers passport services through the use of the Passport Canada Revolving Fund. Passport Canada receives no parliamentary appropriations and operates on a self-funding basis by means of its revolving fund, which is primarily based on the user fees charged to clients. The agency is managed by a Chief Executive Officer who reports to the Deputy Minister of Foreign Affairs.
- The agency issues secure travel documents to Canadians, which facilitates their travel and contributes to international and domestic security.
- The agency's work is done through the authentication of identity and entitlement of applicants using diverse service channels and the production of secure travel documents.
- The main target group is Canadian travellers.

Outputs

- Passport services.
- The production of travel documents (passports).

Outcome

- Canadians are able to travel without documentation problems; travel documents are produced according to international standards; and innovative, reliable, consistent and accessible passport services are available to Canadians.

Performance measurement indicators

- The number of features in the travel document in compliance with international standards.
- The passport unit cost versus revenue.
- The percentage of completed applications processed within announced service standards.
- The number of offices and receiving agent outlets.
- Results from the client satisfaction survey.

The main performance target for Passport Canada in 2008-2009 will be to deal with any surges associated with the Western Hemisphere Travel Initiative. Service standards and associated targets can be viewed at www.passportcanada.gc.ca.

Context

The principal trends, events, developments and factors affecting this program activity are:

- *Western Hemisphere Travel Initiative (WHTI):* The WHTI, a unilateral U.S. security measure, will require all travellers, including U.S. and Canadian citizens from within the Western Hemisphere, to present a valid passport or U.S. recognized secure document when travelling to, from or transiting the U.S. Final implementation of the WHTI has been delayed until June 2009. In the interim, beginning January 31, 2008, travellers are required to present an acceptable combination of documents that denote citizenship and identity.

- *International travel environment:* New and varied security threats have produced steadily evolving revisions to policies and practices affecting travellers. Rapid, ongoing developments in technology have intensified pressures to implement new-generation passport security measures, systems and controls.
- *Forecasted volumes:* Passport Canada relies on forecasting to estimate the volume of demand for passports throughout the fiscal year. Passport Canada is fee based, and the fees are derived from this forecast, leaving little room for flexibility if there is unexpected demand. Forecasting will be challenging this year, as there is uncertainty as to the impact of implementing the second phase of the WHTI.
- Passport Canada is awaiting the results of a new volume forecast for the forthcoming fiscal year. Demand for passport services is expected to remain very strong.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

Expected result	The passport application process is simplified without jeopardizing security.
Strategy	• Implement security and intelligence software to strengthen verification of identity before issuance of a Canadian passport and investigation of special cases. • Implement facial recognition technology to identify persons by their unique facial features to reduce fraud in the passport entitlement process. • Launch a pilot version of the e-passport, which includes an electronic chip containing information from the passport data page. • Further strengthen the security continuum, from identity verification to passport printing, through new security officer staff.
DFAIT priority	Ongoing: 5.

Expected result	Passport services are made more convenient for Canadians.
Strategy	• Develop a new model to modernize and support passport service delivery for Canadians, based on fuller use of technology such as the Internet. • Participate in critical national and international policy issues, such as the government's policy response to the WHTI and alternative travel documents. • Expand the renewals program and change the guarantor policy to include applications from the United States and missions abroad. • Expand the network of receiving agents and the scope of services they provide to facilitate better access for the Canadian public. • Implement improved line management technology for walk-in offices. • Implement two-dimensional barcode technology for applications submitted via the Internet.
DFAIT priority	Ongoing: 5.

Expected result	Improved service to Canadians through infrastructure improvement.
Strategy	• Implement activity-based management to give the precise cost of Passport Canada products and services and to help managers allocate resources more effectively in the face of increased demand. • Acquire greater printing capacity to increase the speed of the delivery process. • Replace the central database for the issuance system and stabilize the IT infrastructure to support a new issuance system.
DFAIT priority	Ongoing: 5.

3. Risks and Risk Management Practices

Significant risks from Passport Canada's Corporate Risk Profile that pertain to program activity #5: Passport Canada:

Risk Event	Current Risk Mitigation
Insufficient funding flexibility and capacities	Activity-based costing as a tool for forecasting and priority setting; enhanced governance and organizational structures.
Uncertain volume forecasts and underestimated costs	Increased frequency of forecasting from annually to three times per year; adjustments to internal work flows.
Increased difficulties in recruitment and retention of staff	Streamlined hiring, training, coaching and career development.
Significant challenges in entitlement decision making	Increased staffing for internal investigations and regional security; memorandums of understanding with Royal Canadian Mounted Police, Correctional Service of Canada, Citizenship and Immigration Canada, and Canada Border Services Agency for exchange of information; technological enhancements to allow access, password controls and upgrades to IRIS, the automated passport issuance system.
Instability and weakness in information technology software and hardware systems	Evergreening strategy and funding; review of all passport records by data quality analysis team; integrate information technology and hire more experienced technical staff.

4. Significant Findings from Internal or External Audits/Evaluations

- The Office of the Auditor General undertook a follow-up audit in the fall of 2006 to review progress on the management action plan after recommendations made by an audit study in 2005. It reported that Passport Canada was able to address 16 of the 20 recommendations within a very short period of time. However, four areas were identified as requiring improvement: the need for a thorough security risk assessment, the implementation of quality control processes, access to the automated passport issuance system, and the development of an integrated human resources strategy. The agency is currently making good progress in addressing these areas.

5. Program Resources

Financial/human resources information:

Total Financial Resources

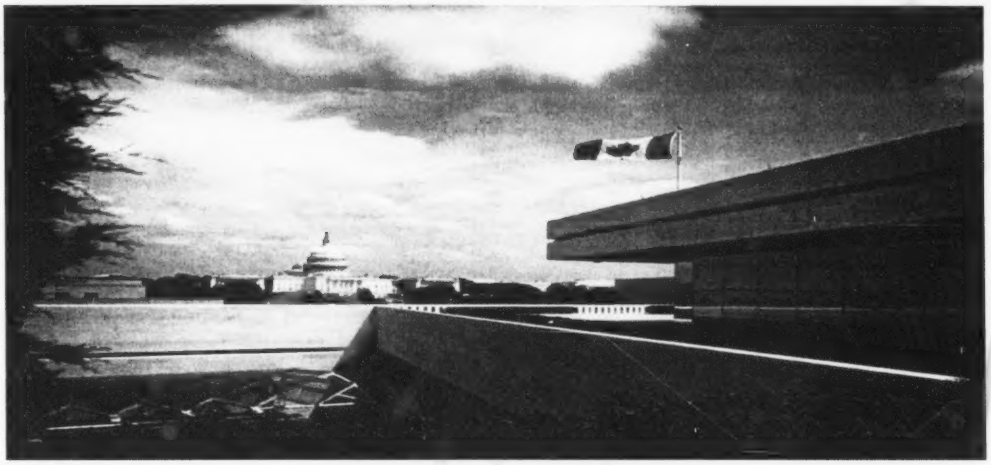
Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	**276.6**	246.2	246.2

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	**2,633**	2,059	2,059

Significant plans or performance issues with respect to human resources management capacity:

- To meet the expected volume, Passport Canada will need to increase its production capacity by hiring 1,069 new employees. Hiring of this magnitude requires additional resources for staffing and training. Passport Canada is attempting to shorten the time before a new employee becomes productive. The current internal training and development programs are being reviewed and new programs are being developed. As well, new profiles are being studied for positions that would provide support and advice to operational staff. This should result in enhanced quality assurance related to areas such as entitlement decisions and security.



Canadian Embassy, Washington

2.4 Strategic Outcome #3: Canada's International Platform

The Department's Program Activities Related to Canada's International Platform

Strategic outcome #3 relates to the department's management of Canada's international platform through services, infrastructure and support delivered at headquarters as well as at missions abroad. The program activities supporting this outcome are Canada's International Platform: Support at Headquarters and Canada's International Platform: Support at Missions Abroad.

Summary of 2008-2009 Plans and Priorities Related to Canada's International Platform

As part of its stewardship responsibility for the platform, the department will emphasize effectiveness and value for money by improving financial and administrative management policies, processes and practices that support the missions abroad; deploy financial, human and other resources to reflect changing priorities or conditions at missions abroad; and review business processes to modernize and improve efficiency.

The department will seek with federal departments and other partners co-located in the mission network a revised interdepartmental memorandum of understanding (MOU) on common services abroad, expected to take effect on April 1, 2009. To ensure that partners are fully satisfied with services provided, the department will use the results of a mission client survey to improve its facilitation, coordination and delivery of common services at headquarters and missions.

It will provide detailed information on Canada's international platform through its *Annual Report on Common Services Abroad.* The department will also create an International Platform Branch to better coordinate and manage the platform for the department and for federal departments and partners with representation abroad, in alignment with government priorities.

The department will ensure effective contingency planning, coordination and implementation of security measures at missions abroad. It will also produce an integrated human resources business plan, including a strategy for locally engaged staff, and update related training and resource material.

It will manage connectivity and information management and technology infrastructure at headquarters and missions abroad. It will ensure best value and resource allocation for all property projects for 2008-2009, in accordance with government expectations and priorities.

In support of Canada's NATO mission in Afghanistan, the department will work with partner departments to ensure that Government of Canada resources are deployed in mutually reinforcing ways.

The department's Core Services Board and the Mission Board provide overall direction and oversight of the missions abroad and all corporate services. These boards support program activities #6 and #7.

DFAIT Headquarters, Ottawa

2.4.1 Program Activity #6: Canada's International Platform: Support at Headquarters

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity manages and delivers services and infrastructure at headquarters to enable Canada's representation abroad.
- This work requires coordination of various branches, bureaus and divisions within the department as well as with federal departments and agencies and other partners located at missions abroad.
- The ADMs of the International Platform Branch, Corporate Services, Human Resources, North America, and Bilateral Relations have primary responsibility for this program activity. They review strategies and advise the Deputy Minister through an Interdepartmental ADM Council on Common Services Abroad.[9]
- The main target group is made up of branches, bureaus and divisions at headquarters, the missions abroad, as well as federal partners and others co-located at those missions.
- In 168 missions in 109 countries around the world, the department ensures that all representatives of Canada work in surroundings that meet the government's occupational health and safety standards. The department enables the international operations of the Government of Canada and its co-located partners also located at missions abroad by managing and delivering services and infrastructure, such as accommodation, human resources, security, finance, property and information technology, as well as audit and evaluation.

Program sub-activities

- Headquarters-Based Services Delivered at Missions Abroad.
- Headquarters-Based Infrastructure at Missions Abroad.

Outcome

- The department and its partners co-located at missions abroad are satisfied with provision of services, infrastructure and support from headquarters.

Performance measurement indicators

- Level of client satisfaction.
- Number of client complaints.

Context

The principal factors affecting this program activity are:

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[9] Common Services is used here as an all-encompassing term, referring to the infrastructure, staff and services required to maintain Canada's representation abroad. All partners at missions abroad pay for the common services provided by this department on a cost-recovery basis. Likewise, components of this department pay for these same services out of their own budgets.

- Demands on the Government of Canada's international platform are growing due to increased operations abroad by the department and its federal partners. There is a growing demand for government services abroad by Canadians travelling internationally and Canadian businesses competing in global markets.
- A new TBS policy requires all service-providing departments to update and implement government-wide service standards and uniform methods of performance measurement.
- The department provides services in a wide range of locations worldwide, where local conditions can vary considerably. Therefore, service standards may also vary, depending on what local conditions allow.
- The department's locally engaged workforce at missions abroad is diverse. Working conditions in some locations can be very challenging.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

HEADQUARTERS-BASED SERVICES DELIVERED AT MISSIONS ABROAD

This program sub-activity coordinates services and activities within DFAIT and with 28 partner departments and co-locators to support Canada's international policy objectives and program delivery abroad. Specific sub-sub-program activities include Policy and Coordination; Human Resources Services; International Financial Operations; and Diplomatic Mail/Courier Services. The expected results for 2008-2009 are as follows:

Expected result	Partner departments and co-locators are satisfied with the department's common services delivery.
Strategy	• Negotiate with partners an updated Interdepartmental MOU on Common Services by April 1, 2009. • Implement and refine an automated costing framework for common services abroad. • Implement a mission client satisfaction survey to enhance performance measurement. • Produce the *Annual Report on Canada's Network Abroad*. • Use survey results to improve common services delivery at headquarters and missions.
DFAIT priority	Ongoing: 6.

Expected result	Human resources (HR) services at headquarters and overseas support Canada's representation abroad.
Strategy	• Produce an integrated HR business plan. • Develop HR plans for locally engaged staff (LES). • Revise the delivery model for LES services. • Update LES handbooks at missions to reflect changing conditions and labour market trends. • Develop resourcing and development strategies for key occupational groups.
DFAIT priority	Ongoing: 6.

Expected result	Financial activities at missions abroad are monitored and controls are strengthened.
Strategy	• Modernize DFAIT's financial management and internal control structure, business processes and financial management delivery model. • Provide support to regional financial advisers. • Establish stronger direction for financial activities at missions. • Develop and implement a risk-based model to manage international operations.
DFAIT priority	Ongoing: 6; Key: 4.

HEADQUARTERS-BASED INFRASTRUCTURE AT MISSIONS ABROAD

This program sub-activity ensures that appropriate physical, information technology and security infrastructure is in place to support Canada's international policy objectives and program delivery abroad. Specific activities include Information Management and Technology; Physical Resources Management at Special Operating Agencies; and Security (e.g. physical, personal, information, technical). The expected results for 2008-2009 are as follows:

Expected result	Operations and services of the department and its partners abroad are supported by appropriate infrastructure.
Strategy	• Engage program owners and partners in information management and technology investment decisions relating to the platform abroad. • Apply effective, integrated and standard information and technology solutions to improve business processes at missions abroad. • Strengthen information management and knowledge services to support policy advice and input from the department's missions abroad. • Maintain reliable, cost-effective and agile connectivity, information management and technology infrastructure to support the platform abroad.
DFAIT priority	Ongoing: 6.

Expected result	The accommodation infrastructure at missions is managed to meet government and departmental priorities.
Strategy	• Manage effectively and efficiently the refurbishment, leasing or construction of office and residential accommodation at missions abroad. • Ensure major projects under way in 2008-2009—such as the acquisition of a site for the permanent embassy facility in Moscow, renewed facilities in London and Paris, new chanceries in Mexico and Dhaka, and new leased facilities in New York—reflect government and departmental priorities. • Improve physical security and the seismic integrity of departmental facilities abroad. • Manage accommodation infrastructure efficiently, while ensuring alignment with government and departmental priorities.
DFAIT priority	Ongoing: 6.

Expected result	Missions are secure, personnel are safe, and assets and information are protected at missions abroad.
Strategy	• Perform regular on-site security inspections (physical and personal safety, information technology and technical) to adequately protect Canada's missions abroad. • Review intelligence with like-minded countries. • Develop and implement standards for physical protection, with special emphasis on blast mitigation. • Develop and implement policies and practices to secure and protect personnel, information and assets at missions abroad. • Provide missions with upgraded security services and training.
DFAIT priority	Ongoing: 6.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #6: Canada's International Platform: Support at Headquarters:

Risk Event	Current Risk Mitigation
Process and Control Compliance	Acts, codes, policies and guidelines are communicated and in place, such as the Financial Administration Act, Guide to Budget Management, etc; financial analysts are assigned to each mission.
Information for Decision Making and Reporting	Integrated management system SAP accounting software; business intelligence software; political desk officers in Bilateral Relations and North America branches; and coordination of resources and support to missions from area management offices.
Alignment with Partners	Deputy Ministers' Subcommittee on Representation Abroad; the Common Services Abroad, Planning and Coordination Division provides strategic direction and planning of common services delivery to partner departments and co-locators at missions abroad; generic MOU for partner co-locations.
Business Recovery	A new Business Continuity Program; a departmental Security Officer; ongoing security support to missions.

4. Program Resources

Financial/human resources information:

Total Financial Resources

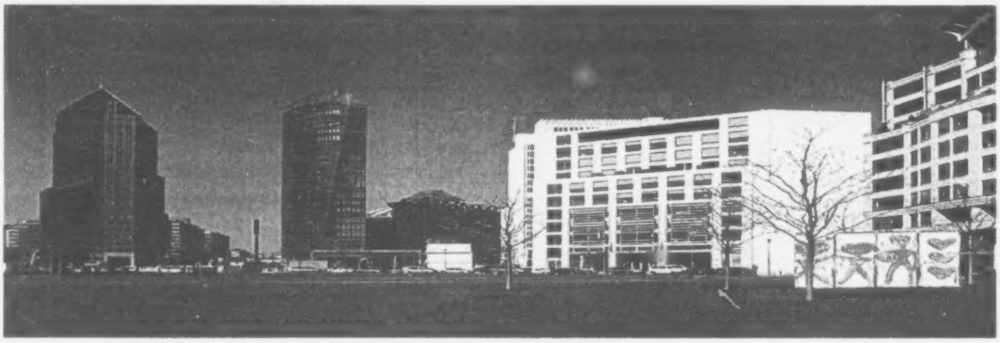
Financial Resources ($ millions)			
Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	**274.9**	270.5	271.2

Total Human Resources

Human Resources (FTEs)			
Year	2008-2009	2009-2010	2010-2011
FTEs	**914**	914	914

Significant plans or performance issues with respect to human resources management capacity:

- To coordinate, manage and deliver headquarters services and infrastructure to enable Canada's international priorities abroad, the department is planning to establish a better business process, analysis and administration capacity and further promote a client service focus as well as analytical, networking and adaptability skills in its workforce. Additional resource management, administration and business process management, team management and technical skills development will also benefit this program activity.



Canadian Embassy, Berlin

2.4.2 Program Activity #7: Canada's International Platform: Support at Missions Abroad

1. Description of Program Activity and Performance Expectations

Mandate, accountabilities and reach

- This program activity manages and delivers services and infrastructure at missions to enable Canada's representation abroad.
- This work requires coordination of various branches, bureaus and divisions within the department as well as with federal and other partners located at missions abroad.
- The ADMs of the International Platform Branch, Corporate Services, Human Resources, North America and Bilateral Relations have primary responsibility for this program activity. They review strategies and advise the Deputy Minister through the Interdepartmental ADM Council on Common Services Abroad.
- The main target group is made up of branches, bureaus and divisions at headquarters, the missions abroad, as well as federal partners and others also located at those missions.
- Canada's international platform is made up of 168 missions in 109 countries: embassies and high commissions, consulates general, consulates, representative offices, offices and permanent delegations to various multilateral organizations. The department also offers a limited range of services at 145 other points of service headed by persons designated as honorary consuls.
- In total, the international platform is staffed with over 7,000 employees (about 25% of them are Canadian diplomats and the rest are locally engaged staff). Other federal departments and agencies have over 2,300 employees at missions abroad, accounting for over 30% of all mission staff.
- Key programs of this and other federal departments delivered through the missions include consular and commercial services, the Political/Economic Reporting and Public Affairs (PERPA) program, immigration services, international aid and development assistance, border security, national defence, and the Agri-Food Specialists Abroad Program.

Program sub-activities

- Mission-Based Services Delivered at Missions Abroad.
- Mission-Based Infrastructure at Missions Abroad.

Outcome

- The department and its partners at missions abroad are satisfied with the provision of common services, infrastructure and support at those missions.

Performance measurement indicators

- Level of client satisfaction.
- Number of complaints.

Context

The principal factors affecting this program activity are:

- The department's missions in key areas, notably Afghanistan, Pakistan and the Middle East, could be adversely affected by local conflicts, terrorist attacks, political instability and/or humanitarian crises.
- Missions in the Government of Canada's international platform could be disrupted by developments of the kind noted above, as well as by natural disasters and pandemic disease outbreaks. Such developments could require the reallocation of mission resources from the pursuit of strategic objectives to coordination of crisis and emergency response.

2. 2008-2009 Expected Results, Strategies and Links to Departmental Priorities

MISSION-BASED SERVICES DELIVERED AT MISSIONS ABROAD

This program sub-activity coordinates services and ensures that common services are in place at missions to support Canada's international policy objectives and program delivery abroad. Specific sub-sub-program activities include Management and Administrative Services; and Support for Partner Programs Abroad. The expected results for 2008-2009 are as follows:

Expected result	Management and administrative services at missions are improved and cost-effective.
Strategy	• Ensure prudent utilization of public funds and proper stewardship of resources and assets at missions abroad. • Improve management and administrative policies, processes and practices related to mission operations, financial management and control, administration of human resources including locally engaged employees, and property resources, while maintaining and safeguarding information technology and communications infrastructure, and ensuring the security of mission premises and safety of personnel. • Modernize procurement, asset management, and administrative procedures and systems to realize efficiencies.
DFAIT priority	Ongoing: 6.

Expected result	Departmental and partner programs and activities are successfully supported at missions abroad.
Strategy	• Ensure maintenance of a mission network of infrastructure and services to enable and support Canada's representation abroad. • Deliver cost-effective, value-for-money services to all mission programs in accordance with government service standards, while taking into account local conditions and host country laws and regulations.
DFAIT priority	Ongoing: 6.

MISSION-BASED INFRASTRUCTURE AT MISSIONS ABROAD

This program sub-activity provides physical infrastructure, maintenance, property management, mission information management and technology, and mission security. Specific sub-sub-activities include Information Management and Technology Support and Communication Services; Property Management; and Security Services. The expected results for 2008-2009 are as follows:

Expected result	Operations and services at missions abroad are supported by information management and technology infrastructure.
Strategy	• Engage program owners and partners in information management and technology investment decisions, in accordance with departmental and government priorities. • Seek opportunities to apply effective, integrated information and technology solutions to maximize the value, cost-effectiveness and sustainability of operations and services at missions abroad. • Deploy secure global communications and other mechanisms at missions abroad to enable rapid recovery from disasters and emergencies and ensure Government of Canada security. • Maintain reliable, cost-effective and agile connectivity and information management and technology infrastructure at missions abroad.
DFAIT priority	Ongoing: 6.

Expected result	Government resources support Canada's objectives in Afghanistan.
Strategy	• Support coordination of Canada's mission in Afghanistan through the Embassy in Kabul. • Establish a civilian representative of Canada in the Kandahar office with sufficient staff to ensure coordination between Kabul- and Kandahar-based activities. • Increase service levels to Canadian companies through the Embassy in Kabul.
DFAIT priority	Ongoing: 6; Key: 1.

3. Risks and Risk Management Practices

Significant risks from the department's Corporate Risk Profile that pertain to program activity #7: Canada's International Platform: Support at Missions Abroad:

Risk Event	Current Risk Mitigation
Process and Control Compliance	Guide on Budget Management, monthly financial reports (called FINSTAT), mission contract review boards.
International Instability	Close monitoring of the countries of accreditation by mission political staff.
Hostile Actions	Robust security training and procedures to mitigate hostile actions.

4. Significant Findings from Internal or External Audits/Evaluations

- Ongoing oversight is assured through a governance framework of committees at a senior level.
- Mission inspections were conducted in Accra, Algiers, Ankara, Bangkok, Berne, Canberra, Islamabad, Jakarta, London, Madrid, Manila, Niamey, Sydney, Tel Aviv and Wellington.

5. Program Resources

Financial/human resources information:

Total Financial Resources

Financial Resources ($ millions) Year	2008-2009	2009-2010	2010-2011
Total Planned Spending	541.1	541.2	539.9

Total Human Resources

Human Resources (FTEs) Year	2008-2009	2009-2010	2010-2011
FTEs	4,251	4,251	4,251

Significant plans or performance issues with respect to human resources management capacity:

- To coordinate, manage and deliver services and infrastructure at missions to enable Canada's international priorities abroad, the department is planning to establish an efficient administration and resource management capacity and promote further client service focus, as well as analytical, networking, adaptability, process management and team management skills. The current service delivery models of a number of administrative functions, such as human resources and finances, will also be reviewed to ensure more effective regionally based resource management and technical skills coordination.

Section III More Financial Tables and Supplementary Information

3.1 Table 1: PAA Crosswalk
3.2 Table 2: PAA Financial Crosswalk
3.3 Table 3: Departmental Link to the Government of Canada's Outcomes
3.4 Table 4: Sustainable Development Strategy (SDS)

3.1 Table 1: PAA Crosswalk (Comparing 2007-2008 and 2008-2009 PAA Program Activities)

2007-2008 DFAIT PAA PROGRAM ACTIVITIES	2008-2009 DFAIT PAA PROGRAM ACTIVITIES						
	International Policy Advice and Integration	Diplomacy and Advocacy	International Commerce	Consular Affairs	Passport Canada	Canada's International Platform: Support at Headquarters	Canada's International Platform: Support at Missions Abroad
Strategic Policy and Planning	New						
International Security	Deleted						
Global Issues	Deleted						
Bilateral Relations		New					
Protocol		New					
Trade Policy and Negotiations		New					
World Markets/ Commercial Relations			New				
International Business Development			New				
Promotion of Foreign Direct Investment and Science and Technology Cooperation			New				
Consular Affairs				Same			
Passport Canada Special Operating Agency (Revolving Fund)					Same		
Passport Canada Special Operating Agency (Appropriated Funds)	Deleted						
Common Services and Infrastructure: Support from Headquarters						Same	
Common Services and Infrastructure: Missions Abroad							Same

3.2 Table 2: PAA Financial Crosswalk

	2008-2009 DFAIT PAA PROGRAM ACTIVITIES							
2007-2008 DFAIT PAA PROGRAM ACTIVITIES	International Policy Advice and Integration	Diplomacy and Advocacy	International Commerce	Consular Affairs	Passport Canada	Canada's International Platform: Support at Headquarters	Canada's International Platform: Support at Missions Abroad	Total
Strategic Policy and Planning	35.5							35.5
International Security	45.1	270.0						315.1
Global Issues		481.8						481.8
Bilateral Relations		112.4	27.3					139.7
Protocol		40.0						40.0
Trade Policy and Negotiations	10.0		33.6					43.6
World Markets/ Commercial Relations			47.8					47.8
International Business Development	5.0		51.8					56.8
Promotion of Foreign Direct Investment and Science and Technology Cooperation			16.8					16.8
Consular Affairs				37.9		8.5		46.4
Passport Canada Special Operating Agency (Revolving Fund)					(6.1)			(6.1)
Passport Canada Special Operating Agency (Appropriated Funds)					0.0			0.0
Common Services and Infrastructure: Support from Headquarters	50.1					152.8		202.9
Common Services and Infrastructure: Missions Abroad						101.5	480.3	581.8

3.3 Table 3: Departmental Link to the Government of Canada's Outcomes ($ millions)

	Expected Results	2008-2009	2009-2010	2010-2011	Alignment to Government of Canada Outcome Area
Strategic Outcome 1: Canada's International Agenda					
International Policy Advice and Integration: Providing strategic direction, intelligence and advice, including integration and coordination of Canada's foreign and international economic policies	The international agenda is shaped to Canada's benefit and advantage in accordance with Canadian interests and values.	**140.0**	125.2	124.8	A strong and mutually beneficial North American partnership; a safe and secure world through international cooperation; a prosperous Canada though global commerce; and global poverty reduction through sustainable development.
Diplomacy and Advocacy: Engaging and influencing international players and delivering international programs and diplomacy		**1,068.1**	1,043.2	981.3	
Strategic Outcome 2: International Services for Canadians					
International Commerce: Managing and delivering commerce services and advice to Canadian business	Canadians are satisfied with commercial, consular and passport services.	**332.1**	296.4	247.2	A prosperous Canada through global commerce; and a strong and mutually beneficial North American partnership.
Consular Affairs: Managing and delivering consular services and advice to Canadians		**46.4**	41.4	41.5	A safe and secure world through international cooperation.
Passport Canada: Managing and delivering passport services through the use of the Passport Canada Revolving Fund		**276.6**	246.2	246.2	
Strategic Outcome 3: Canada's International Platform					
Canada's International Platform: Support at Headquarters: Managing and delivering services and infrastructure at headquarters to enable Canada's representation abroad	The Department of Foreign Affairs and International Trade maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.	**274.9**	270.5	271.2	All Government of Canada international outcomes.
Canada's International Platform: Support at Missions Abroad: Managing and delivering services and infrastructure at missions to enable Canada's representation abroad		**541.1**	541.2	539.9	

Note: International Commerce includes budgetary and non-budgetary statutory payments to Export Development Canada for the purpose of facilitating and developing trade between Canada and other countries under the terms of the Export Development Act (2008-2009 $4M budgetary, $88.2M non-budgetary; 2009-2010 nil budgetary, $63.3M non-budgetary; 2010-2011 nil budgetary, $19.8M non-budgetary). These payments were reflected under Export Development Canada in previous Main Estimates.

3.4 Table 4: Sustainable Development Strategy (SDS)

1. SDS departmental goals

Agenda 2009: A Sustainable Development Strategy for Foreign Affairs and International Trade Canada defines sustainable development initiatives for the 2007-2009 period. The initiatives support two broad goals and five objectives:

Goal 1: Ensure greater integration of sustainable development into departmental policies, programs and operations.

Objective 1.1: Organizational structures and processes support meaningful and significant sustainable development objectives.
Objective 1.2: Improved environmental management practices through the Environmental Management System.

Goal 2: Advance Canada's sustainable development interests related to foreign affairs and international trade.

Objective 2.1: Effective promotion of international security and respect for human rights, good governance and the rule of law as prerequisites for sustainable development.
Objective 2.2: Enhanced Canadian prosperity through advancement of Canadian sustainable development interests and priorities in trade relations, policies and programs.

Objective 2.3: Advancing Canada's interests on key environmental and sustainable development issues.

Key SDS results achieved in 2008 will be summarized in the *Departmental Performance Report,* and details on the status of SDS commitments will be outlined in the *Agenda 2009* annual reports. Below are a few examples of commitments and expected results from *Agenda 2009* for 2008.

2. Federal SD goal, including Greening Government Operations (GGO) goals	3. Performance measurement from current SDS	4. Department's expected results for 2008-2009
Goal 6.1 and GGO target	Number of green procurement targets that are developed and approved.	Three green procurement targets will be established and specific performance indicators will be identified.
	Number of facilities where weapons-grade nuclear material will be secured.	Nuclear materials at three to five facilities will be secured against potential threats.
	Negotiations on access and benefit sharing to assist countries in meeting the World Summit on Sustainable Development target of a significant reduction by 2010 in the current rate of loss of biological diversity.	Working with other countries to continue the elaboration of, and negotiation on, the overall international regime on access and benefit sharing (ABS) of genetic resources related to the Convention on Biological Diversity at the ABS Working Group and COP 9 (Ninth Session of the Conference of the Parties).

Supplementary Information

Please note that the following tables are not published in the printed version of the RPP. They can be viewed on the Treasury Board Secretariat website at www.tbs.sct.gc.ca.

- Details on Transfer Payment Programs (see list below)
- Evaluations
- Foundations (Conditional Grants)
- Green Procurement
- Horizontal Initiatives
- Internal Audits and Mission Inspections
- Loans, Investments and Advances (Non-budgetary)
- Progress Towards the Department's Regulatory Plan
- Passport Canada Revolving Fund (Statement of Operations, Statement of Cash Flows, and Projected Use of Authority)
- Services Rendered Without Charge
- Sources of Respendable and Non-respendable Revenue
- Summary of Capital Spending by Program Activity
- User Fees

Details on Transfer Payment Programs: Summary

Over the next three years, the department will manage the following transfer payment programs in excess of $5 million:

Program Activity 2: Diplomacy and Advocacy

2008-2009

Organization for Security and Cooperation in Europe
Organization of American States
Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada
Projects and Development Activities Resulting from Francophone Summits
Grants in Aid of Academic Relations
International Organization of the Francophonie
Commonwealth Secretariat
Food and Agriculture Organization of the United Nations
World Trade Organization
International Atomic Energy Agency
International Labour Organization
North Atlantic Treaty Organization, Civil Administration
Organisation for Economic Cooperation & Development
UN Educational, Scientific and Cultural Organization
United Nations Organization
World Health Organization
International Criminal Court
Initiatives related to the destruction, disposition and securing of weapons of mass destruction
Global Peace and Security Fund and its component programs: the Global Peace and Security Program, the Global Peace Operations Program, and the Glyn Berry Program for Peace and Security
UN Peacekeeping Operations

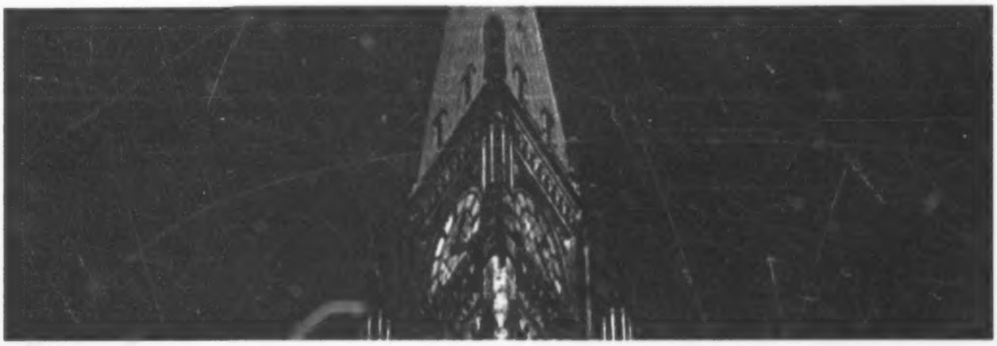
2009-2010

Organization for Security and Cooperation in Europe
Organization of American States
Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada
Projects and Development Activities Resulting from Francophone Summits
Grants in Aid of Academic Relations
International Organization of the Francophonie
Commonwealth Secretariat
Food and Agriculture Organization of the United Nations
World Trade Organization
International Atomic Energy Agency
International Labour Organization
North Atlantic Treaty Organization, Civil Administration
Organisation for Economic Cooperation & Development
UN Educational, Scientific and Cultural Organization
United Nations Organization
World Health Organization
International Criminal Court
Initiatives related to the destruction, disposition and securing of weapons of mass destruction
Global Peace and Security Fund and its component programs: the Global Peace and Security Program, the Global Peace Operations Program, and the Glyn Berry Program for Peace and Security
UN Peacekeeping Operations

2010-2011

Organization for Security and Cooperation in Europe
Organization of American States
Payments in lieu of taxes on diplomatic, consular and international organizations' property in Canada
Projects and Development Activities Resulting from Francophone Summits
Grants-in-Aid of Academic Relations
International Organization of the Francophonie
Commonwealth Secretariat
Food and Agriculture Organization of the United Nations
World Trade Organization
International Atomic Energy Agency
International Labour Organization
North Atlantic Treaty Organization, Civil Administration
Organisation for Economic Cooperation & Development
UN Educational, Scientific and Cultural Organization
United Nations Organization
World Health Organization
International Criminal Court
Initiatives related to the destruction, disposition and securing of weapons of mass destruction
UN Peacekeeping Operations

Further information on these projects can be found at www.tbs-sct.gc.ca/.



Section IV Other Items of Interest

4.1 Our Internal Services

Internal Services includes corporate, human resources, executive, legal and communications services as well as some services related to planning coordination and bilateral relations. It supports all seven program activities, enabling operations of the entire department.

Internal Services measures its performance according to the following indicators: the quality of the services and advice it provides, based on client feedback; and the degree to which it supports all strategic outcomes and program activities of the department. Internal Services also assesses its performance each year as part of the TBS Management Accountability Framework process.

Operating Context

The principal factors affecting Internal Services are:

- intense competition for knowledge workers and the need to transfer corporate knowledge, given that 16.4% of the department's employees will be eligible to retire over the next five years;
- the new TBS internal audit requirements and the new government-wide evaluation policy, expected to come into force in April 2008, which will require coverage of all direct program spending and grants and contributions over a five-year cycle;
- the Federal Accountability Act requirement for a new code of conduct;
- Access to Information and Privacy (ATIP) Act obligations;
- the need for horizontal coordination within the increasingly diversified Canadian representation abroad;
- the use of new technologies and 24/7 communications in the global media environment;
- high demand for departmental communications about the government's international priorities; and
- the need to provide legal advice on increasingly complex international issues.

2008-2009 Expected Results, Strategies and Links to Departmental Priorities

Bilateral Relations—The New Way Forward Political/Economic Renewal Initiative

Expected result: Core services and service standards for the political/economic (PE) program are declared official and provide a basis on which to collect data on service delivery. Results can be demonstrated for the program.

In February 2008, the department launched the New Way Forward (NWF) initiative to provide evidence-based results that will enable better alignment of departmental resources to international policy objectives and program delivery. The department will introduce a performance management system for collection of baseline performance data, with a focus on activities and outputs. Over time, it will incorporate indicators of outcomes and results into the system. All political/economic officers of the Foreign Service will receive related training, which will ensure greater standardization of service delivery and higher-quality services. Furthermore, the department will consult with partners to ensure clarity of roles and responsibilities.

Expected result: The effectiveness of PE service delivery should increase as PE work is increasingly aligned with Government of Canada priorities, focuses on core service delivery to key partners, and involves high-value-added work.

The PE program will adopt the successful standard of the trade commissioner program with respect to client service and referral, thereby enabling the department to deliver higher-quality results more efficiently.

Expected result: Increased partner and client satisfaction with PE program service delivery and increased staff satisfaction.

The department will undertake communications initiatives, outreach and consultations to inform partners and clients of the services offered by the program. The department's NWF Secretariat will comply with Treasury Board policy on measuring client satisfaction, and will develop measures to assess satisfaction with core services delivered. The NWF Secretariat will measure staff satisfaction periodically through the Public Service Employee Survey.

All expected results of the NWF initiative contribute to key priority 4.

Planning and Coordination

Expected result: More timely decision making as well as better communications and coordination, greater alignment of departmental plans and priorities against resources, and better accountability for results.

The department will strengthen its capacity to communicate its plans, priorities and policies more coherently and effectively to key audiences. An important element will be reconfiguration and integration of the annual business and mission planning processes. The department will better integrate aspects of planning and performance management within its risk management framework. It will also continue to enhance performance monitoring and measurement strategies to better respond to client needs and strengthen its reporting to senior management, central agencies and Parliament.

This expected result contributes to ongoing priority 6.

Corporate Services

Expected result: Enhanced financial management capacity to support the department's strategic outcomes and program activities, while addressing high-risk vulnerabilities.

The department will undertake innovative recruitment and financial community development strategies, prepare for an efficient audit of departmental financial statements, and improve corporate financial management reporting.

Expected result: Provision of an information management and information technology (IM/IT) infrastructure at headquarters.

This includes the application of effective, integrated and standardized IM/IT solutions to enhance business processes; coordination of the department's website; improved electronic access to information and services; and maintenance of a robust IM/IT infrastructure by reallocating resources and investment in engineering, training, user support and new technology.

Expected result: Enhanced cost-effectiveness and more strategic results for procurement activities.

The department will implement Phase 2 of the Contract Control Framework, transform the organization to fall within the key principles of the Chief Financial Office model, and launch phased training and communications aimed at those engaged in procurement regarding the Contract Control Framework.

Expected result: Greater flexibility and efficiency in delivery of national accommodation services.

The department will establish an accommodation advisory committee to approve large investments and acquisitions of new space as well as to control unfunded growth; and integrate environmental standards into construction projects and procurement of furniture.

Expected result: Continued development and expansion of the department's Business Continuity Planning Program, which provides for continued availability of services and associated assets critical to the health, safety, security or economic well-being of Canadians or to the effective functioning of government.

The department will develop recovery strategies to ensure that essential services to Canadians, such as consular, passport and commercial services, can be maintained in the event of a business disruption, while ensuring effective management of resources.

All expected results of Corporate Services contribute to ongoing priority 6.

Human Resources

Expected result: Better processes for timely staffing and retention of employees.

The department will establish and assign a pool of candidates with the required skills, work with TBS to adapt the Foreign Service Directives to attract and retain employees in the United States and Afghanistan, and train employees to work under difficult conditions.

This expected result contributes to key priority 4.

Expected result: Renewal of the department's workforce.

The department will identify succession plans for key positions, maximize the use of collective staffing, complete implementation of the "three-track approach" to renew executive staff designated as EX, improve the transfer of corporate knowledge, train new recruits for new functions, increase post-secondary recruitment and employment equity representation, and mobilize and assign staff in accordance with government priorities.

This expected result contributes to ongoing priority 6.

Office of the Inspector General

Expected result: Strengthened departmental accountability, risk management, resources stewardship and good governance.

The department will comply with TB policy on internal audit, develop a risk-based and fully costed annual assurance audit plan, establish the Chief Audit Executive Bureau, and implement a departmental Audit Committee with external members appointed jointly by the department and the Office of the Comptroller General.

Expected result: Provision of strategic information on mission management and operations to senior managers.

The department will review mission inspection processes to make them less resource intensive, improve pre-inspection analysis and speed up reporting, establish three inspection teams, and continue to provide advice to missions and to Grants and Contribution Program managers.

Expected result: Evaluation information that underpins program design and allocation as well as reallocation decisions, and improves program effectiveness and efficiency.

The department will develop and implement a five-year, risk-based evaluation plan, focused on government and departmental priorities and covering all direct program spending; develop a robust evaluation function focused on value for money and accountability; and assist the departmental Executive Council in using evaluation results to inform policy and resource decisions.

Expected result: Fuller integration of Public Service values in processes, procedures and management decision making to achieve high levels of values and ethics performance.

The department will promote the Values and Ethics Code through awareness and information sessions at headquarters and missions abroad, develop related tools for employees and managers, develop a new code of conduct, and develop mandatory training for employees on the new policy on harassment prevention and resolution in the workplace.

All expected results of the Office of the Inspector General contribute to ongoing priority 6.

Communications

Expected result: Increased appreciation at home and abroad of Canada's commitment to supporting freedom, democracy, human rights and the rule of law.

The department will recommend departmental participation in targeted events, use common language in all external communications and coordinate its application in all federal communications material, and distribute strategic communications material on these issues to Heads of Missions for their use.

This expected result contributes to ongoing priority 3.

Expected result: Increased awareness at home and abroad of the department's global commerce priorities, especially with respect to re-engagement in the Americas.

The department will integrate public opinion research, environmental scans and interdepartmental consultations to develop a whole-of-government communications strategy; engage the media to promote public awareness and understanding of related government policies, programs and services; and provide a wide range of related communications products and services. It will also provide 24/7 domestic and international media monitoring, liaising closely with the consular Operations Centre, and track trends and issues in all media about related departmental priorities.

This expected result contributes to key priority 2.

Expected result: Increased awareness and use on the part of Canadian businesses of the department's commercial services, and increased public awareness of the need for greater Canadian participation in global investment and innovation networks.

The department will continue to monitor issues related to trade and investment negotiations and provide communications support for ministerial participation in related events and announcements. It will also deliver ongoing communications and marketing advice and support to promote the department's commercial services for Canadian businesses and raise awareness of the need for Canadian participation in global investment and innovation networks through tools and tactics such as media relations, outreach, publishing, advertising, business community engagement, and ministerial announcements and events.

This result contributes to ongoing priorities 2 and 5 and to key priorities 2 and 3.

Expected result: Improved and more standardized internal communications.

The department will use a strong internal communications program to support the department's transformation.

This expected result contributes to key priority 4.

Expected result: Parliament fully informed of, and engaged on, the foreign and trade policy agenda of the government.

The department will provide support to ministers, the Secretary of State and parliamentary secretaries for Question Period, parliamentary debates and committee appearances; facilitate studies and associated foreign travel conducted by parliamentary committees and associations; and ensure timely responses to parliamentary petitions and written questions.

This expected result contributes to ongoing priority 6.

Expected result: Meeting of responsibilities under the Access to Information Act and the Privacy Act.

The department will ensure ATIP division officers can manage the increasing workload and that ATIP requests are addressed within appropriate timelines, streamline processes and train departmental staff on ATIP, and develop better file tracking and monitoring functions.

This expected result contributes to ongoing priority 6.

Legal Services

Expected result: Ongoing provision of timely advice on international legal issues at headquarters and missions abroad.

The department will provide legal advice and related policy direction on diplomatic, consular and state immunities, on the application of Canadian laws and policies to the department's mandate as well as on new legislation and regulations, civil litigation support and public inquiries.

This expected result contributes to ongoing priority 6.

4.2 Contact Information

The department offers a wealth of information, resources and reference tools. To learn more about Canadian foreign policy and international relations or about the department itself, use any of the following contacts:

Department of Foreign Affairs and International Trade
Telephone: 1-800-267-8376 toll free in Canada or 613-944-4000 in the National Capital Region and outside Canada
TTY: 613-944-9136
Fax: 613-996-9709
Email: enqserv@international.gc.ca
Mail: Enquiries Services (BCI)
Department of Foreign Affairs and International Trade
125 Sussex Drive, Ottawa,
ON K1A 0G2
Web: www.international.gc.ca
Media Services: 613-995-1874;
fax 613-995-1405

How to Contact Organizations Related to the Department

Canadian Commercial Corporation
Mail: 1100-50 O'Connor Street, Ottawa, ON K1A 0S6
Telephone: 1-800-748-8191 toll free in Canada or 613-996-0034 in the National Capital Region and outside Canada
Fax: 613-995-2121
Web: www.ccc.ca

Canadian International Development Agency
Mail: 200 Promenade du Portage, Gatineau, QC K1A 0G4
Telephone: 1-800-230-6349 toll free in Canada or 819-997-5006 in the National Capital Region and outside Canada
Fax: 819-953-6088
Web: www.acdi-cida.gc.ca

Export Development Canada
Mail: 151 O'Connor Street, Ottawa, ON
K1A 1K3
Telephone: 613-598-2500
Fax: 613-237-2690
TTY: 1-866-574-0451
Web: www.edc.ca

International Development Research Centre
Mail: 150 Kent Street, Ottawa, ON K1P 0V2, P.O. Box 8500, Ottawa,
ON K1G 3H9
Telephone: 613-236-6163
Fax: 613-238-7230
Web: www.idrc.ca

International Joint Commission
Mail: Canadian Sector
234 Laurier Avenue West, 22nd Floor,
Ottawa, ON K1P 6K6
Telephone: 613-947-1420
Reception: 613-995-2984
Fax: 613-993-5583
Web: www.ijc.org

North American Free Trade Agreement
Mail: NAFTA—Canadian Section, 90 Sparks Street, Suite 705, Ottawa, ON K1P 5B4
Telephone: 613-992-9388
Fax: 613-992-9392
Web: www.nafta-sec-alena.org/DefaultSite/index.html

Passport Canada
Mail: Passport Canada, Foreign Affairs and International Trade
Gatineau, QC K1A 0G3
Telephone: 1-800-567-6868 toll free in Canada or 819-994-3500 in the National Capital Region and outside Canada
TTY: 819-997-8338 or 1-866-255-7655
Web: www.ppt.gc.ca

Rights & Democracy: International Centre for Human Rights and Democratic Development
Mail: 1001 de Maisonneuve Boulevard East, Suite 1100, Montreal, QC H2L 4P9
Telephone: 514-283-6073
1-877-736-3833
Fax: 514-283-3792
Web: www.dd-rd.ca

4.3 Acronyms and Index

ADM	Assistant Deputy Minister
APEC	Asia-Pacific Economic Cooperation forum
ATIP	Access to Information and Privacy
AU	African Union
CARICOM	Caribbean Community
CIDA	Canadian International Development Agency
CSR	Corporate social responsibility
DFAIT	Department of Foreign Affairs and International Trade
EU	European Union
FDI	Foreign direct investment
FIPA	Foreign investment promotion and protection agreement
FPT	Federal-provincial-territorial
FTA	Free trade agreement
FTE	Full-time equivalent
G8	Group of seven leading industrialized nations (Canada, France, Germany, Italy, Japan, United Kingdom, United States) plus Russia
GCS	Global Commerce Strategy
GPP	Global Partnership Program
GPSF	Global Peace and Security Fund
GSRP	Global Security Reporting Program
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
HOM	Head of Mission
IAEA	International Atomic Energy Agency
ICT	Information and communications technologies
IM/IT	Information management/information technology
ISAF	International Security Assistance Force
IT	Information technology
MAF	Management Accountability Framework
MINUSTAH	UN Stabilization Mission in Haiti
MOU	Memorandum of understanding
MRRS	Management, Resources and Results Structure
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NORAD	North American Aerospace Defense Command
NWF	New Way Forward (departmental renewal initiative)
OAS	Organization of American States
OECD	Organisation for Economic Cooperation and Development
OSCE	Organization for Security and Cooperation in Europe
PAA	Program Activity Architecture
PRT	Provincial Reconstruction Team (in Afghanistan)
R&D	Research and development
RBAF	Risk-Based Audit Framework
RMAF	Results-Based Management and Accountability Framework
ROCA	Registration of Canadians Abroad
RPP	*Report on Plans and Priorities*
S&T	Science and technology
SMEs	Small and medium-sized enterprises
SPP	Security and Prosperity Partnership
START	Stabilization and Reconstruction Task Force
TBS	Treasury Board Secretariat
TRIO	DFAIT's eCRM system—a tool to manage interactions with Canadian clients through the Virtual Trade Commissioner portal
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VTC	Virtual Trade Commissioner
WHTI	Western Hemisphere Travel Initiative
WMD	Weapons and materials of mass destruction
WTO	World Trade Organization

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